Metropolitan Life Insurance Company

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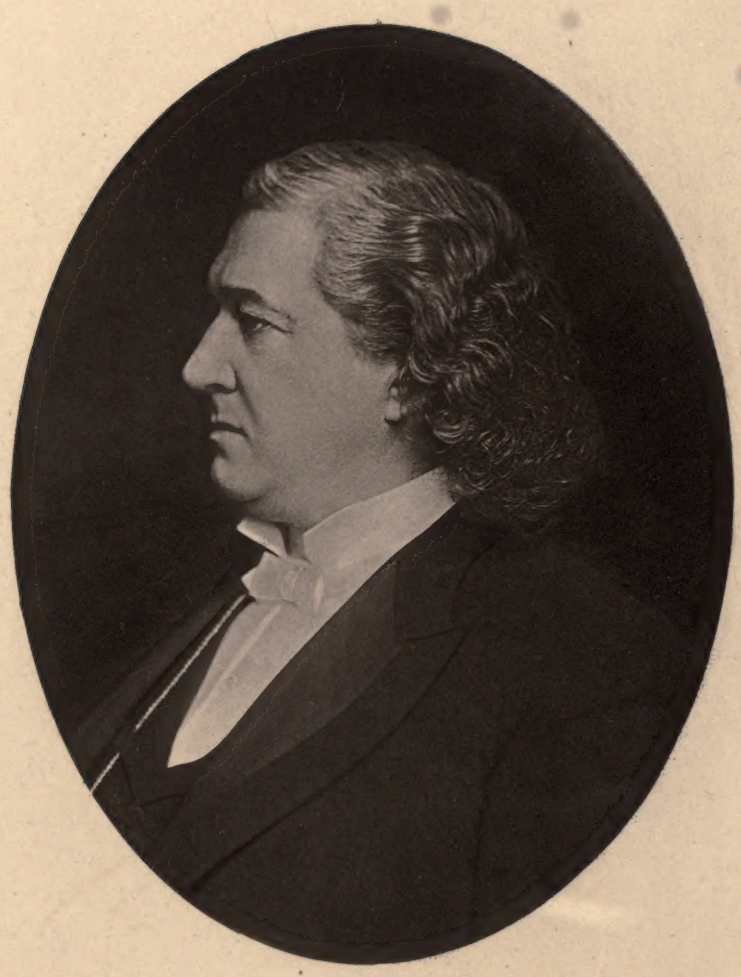

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The Metropolitan Life Insurance Company

ITS HISTORY, ITS PRESENT POSITION IN THE INSURANCE WORLD. ITS HOME OFFICE BUILDING AND ITS WORK CARRIED ON THEREIN

CANCELLED

NEW YORK
THE METROPOLITAN LIFE INSURANCE COMPANY
1914

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Preface

A HISTORY of the Metropolitan Life Insurance Company was issued in 1908 to mark its 40th year as a life company and at the same time the practical completion of its great Home Office building. The volume contained a history of the Company and something of its position in the world of insurance at that time, with a description, sufficiently illustrated, to bring before the eye of the interested reader the building, which was the largest business building in the world, its various novel, beautiful and useful features and the great work carried on within its walls. Since that volume was issued the Company has more than maintained its position in the insurance field, and in 1914 finds itself with a greater amount of insurance in force than any other company in the world. Coincidently with this growth the Company has entered upon a great work for the benefit of its policy-holders, entirely beyond any obligation implied in its policy contracts. It has taken place among the foremost agencies in the conservation of human life, having carried on a campaign of education in the interests of improved health, established a free nursing service for all Industrial policy-holders whose circumstances are such that they need it, erected a sanatorium for those of its employees afflicted with tuberculosis, and engaged systematically in welfare work along the lines of modern thought among the millions of industrial workers who are its policy-holders. The Metropolitan building is now the business home of many thousand people, while visitors whose interests bring them to it daily equal the population of many of the thriving cities of the country. This present volume contains the early history of the Company, a summary of its business to the year 1914, and an outline of the collateral welfare work which the Company is doing. It is issued in the belief that it will be of interest to the field force, which has made the Company what it is; to the policy-holders, who are the Company in a very true sense; to the tenants of the building, their visitors and friends. The words of the preface to the earlier edition are still true. All who come under the roof of the Metropolitan home are welcome. All who accept insurance issued from it are members of its household, and all who read this book are invited to become a part of our happy family.

HOME OFFICE BUILDING, MADISON SQUARE, NEW YORK CITY

Historical Sketch

THE BEGINNING OF THE METROPOLITAN LIFE INSURANCE COMPANY—ITS POWERS AND SCOPE UNDER ITS CHARTER AND THE AMENDMENTS THERETO—ITS EARLY STRUGGLES AND PHENOMENAL GROWTH—ITS PRESENT COMMANDING POSITION IN THE REALM OF LIFE INSURANCE—AFTER 46 YEARS IT HAS MORE INSURANCE IN FORCE THAN ANY OTHER COMPANY IN THE WORLD—ITS ASSETS, ITS LIABILITIES, ITS RESERVES AND THE AMOUNT PAID TO POLICY-HOLDERS RECKONED BY HUNDREDS OF MILLIONS—THE ARMSTRONG INVESTIGATION—REPORT ON THE COMPANY BY THE SUPERINTENDENT OF INSURANCE OF THE STATE OF NEW YORK.

The Metropolitan Life Insurance Company

ITS HISTORY, ITS PRESENT POSITION IN THE INSURANCE WORLD, ITS HOME OFFICE BUILDING AND ITS WORK CARRIED ON THEREIN

Historical Sketch

IN the year 1863 there was incorporated by the State of New York the National Union Life and Limb Insurance Company, the object of which was to insure, against death and casualty, the soldiers and sailors engaged in the Civil War. The name of this company was subsequently changed to the National Life and Travelers Insurance Company.

In 1866 two new corporations were formed from it, namely, the National Life Insurance Company and the National Travelers Insurance Company; the life insurance business being transacted by the National Life, and the National Travelers devoting itself to the casualty business. The National Life Insurance Company passed into the hands of a receiver in the year 1873.

The National Travelers Insurance Company, however, soon made application to the legislature for permission to engage in the business of life insurance, and in 1868 its name was changed to "Metropolitan Life Insurance Company," as will be seen from the following, which appeared in the New York Insurance Report for the year 1868.

"The National Travelers Insurance Company, which was incorporated May 5, 1866, as a casualty insurance company, now appears as a pure and simple life insurance company, unembarrassed by any of the complications of an accident or casualty insurance business. This change was effected with the approval of the superintendent under and by virtue of a special act of the legislature (see Chap. 29, Laws of 1868), and the company now starts almost *de novo* the Metropolitan Life Insurance Company.

"The calendar year 1867 shows only four new life insurance companies incorpo-

rated during the year, one of which disappeared almost at birth, leaving three only as against five new companies in 1866, and three already organized (including the Metropolitan) in the year 1868. The additional new companies already projected for 1868 will doubtless mark its calendar as incorporating the largest number of life insurance institutions of any year in our state history."

We quote the last paragraph simply to indicate to the reader the mania that existed at that time for the incorporation of life insurance companies; and perhaps it will not be amiss to state that of all the companies to which the superintendent alluded as having been organized in the years 1866, 1867 and 1868, together with all those which were in process of organization and which subsequently organized in that year, the Metropolitan is the only surviving company.

It need not be inferred from this that the pathway of the Metropolitan was strewn with roses, or that it did not have difficulties to meet and obstacles to surmount. The care and anxiety inseparable from the successful establishment of a new enterprise in the face of severe competition on the part of stronger rivals were not strangers to the officers of this Company.

The charter of the Company as amended in 1868 provided for the payment of 7 per cent. on the capital stock and placing to the credit of the stockholders one-tenth of any surplus remaining of the profits or surplus of the Company after providing for the outstanding liabilities of the Company. Such was the stress of competition with the participating companies, which in the early seventies were making tremendous strides in the building up of a tontine business, that it was thought wise in 1874 to ask the legislature to amend the charter. This was done by Chapter 87 of the laws of that year, and the amendment provided for the payment of 7 per cent. annually to the stockholders and giving to the policy-holders all the remaining profits or surplus. Both the original charter and this amendment provided for the reduction of the capital stock from $200,000 to $100,000 when the gross assets of the Company should amount in value to one-half million of dollars. After the amendment of 1874 the capital was so reduced, each stockholder surrendering his $50 certificate and taking one for $25, receiving the balance in cash.

In the year 1869 and for many years thereafter the Company, through another organization, did a large business on the weekly premium plan, in addition to that secured on annual, semi-annual and quarterly bases. Its record of policies issued and in force each year is contained

in the following table (up to and including 1879, but excluding the Industrial business issued in the last six weeks of that year, which was the time of its Industrial beginning):

YEAR	ISSUED		IN FORCE DECEMBER 31ST		DEATH CLAIMS AND MATURED ENDOWMENTS
	NUMBER	AMOUNT	NUMBER	AMOUNT	AMOUNT
1867	403	$979,404	346	$809,400	$ 0
1868	1,447	4,340,900	1,433	4,077,400	5,000
1869	2,930	4,856,839	3,560	6,878,139	20,500
1870	9,113	11,078,199	9,331	13,335,108	56,770
1871	7,602	8,312,930	11,299	14,989,582	87,500
1872	8,642	11,556,663	15,345	20,546,341	165,000
1873	12,242	17,753,399	18,598	26,383,865	197,565
1874	8,280	11,870,435	18,972	27,385,145	238,070
1875	4,830	6,836,446	17,441	25,107,087	288,556
1876	4,116	5,217,032	17,508	24,223,764	235,771
1877	2,405	2,391,442	11,950	16,536,814	215,553
1878	984	1,175,521	10,016	13,903,156	267,984
1879	510	537,181	7,680	11,150,349	217,500

A glance at the figures for the last few years in this table shows a rapidly declining volume of business.

No proof was needed to demonstrate that there was energy enough to prosecute the business, for that had already been shown in the Company's past career; as in 1873 it occupied third place in the number of policies written, out of fifty-six companies transacting business in the State of New York. The simple facts were, however, that the Company was comparatively young, its assets small and its surplus meager. To have continued an aggressive policy, with its attendant expense, when the older and larger companies were rapidly increasing the rates of commissions, would have reduced the surplus, already small, and probably wiped it out altogether, with the result of placing the Company in a position not encouraging for its future. While it is true that the Metropolitan had been issuing policies on the weekly premium basis, as above stated, since the year 1869, and the Prudential Insurance Company of Newark had been writing business since 1876, restricting its efforts up to 1879 to the three States of New Jersey, New York and Pennsylvania, and the John Hancock of Boston had also engaged in it, yet Industrial insurance was not widely known in this country until the Metropolitan entered the field.

In the early part of 1879 the subject of introducing that plan of insurance in this country after the general working methods of the great London company was rediscussed by the officers of the Metropolitan, who had been considering it, off and on, for several years previously, and it was then determined to give the business a trial. Industrial insurance in America is insurance adapted to the working classes by providing amounts of insurance based on weekly premiums usually of five cents and multiples thereof, collected by the Company at the homes of the insured.

It required more than ordinary courage and faith to branch off from the old and well-tried forms of insurance to enter this new field. The English company had appeared to be a wonderful success, but whether the system would prove successful in this country was an open question. In the first place, it was not known whether it would be popular among the industrial classes of America, and even if a large volume of business could be written, there was absolutely no criterion as to the probable death rate, or whether enough of the premium income could be retained to meet the legal reserve required by law. The presumption was not altogether in favor of success, because the great English company established its own rule of computing the reserve liability, and could at all times, therefore, show a surplus; while in this country the rigid rules of valuation called for a high reserve, failure to meet which would mean disaster.

To fully appreciate this statement it is only necessary to say that it was not until the end of 1886, or thirty-eight years after its incorporation, that the Prudential Insurance Company of London, which then had over seven million policies in force, adopted the rule practised in this country, known as the net premium basis of valuation. The Actuary of that company, in his report concerning this matter, said: "It may be contended that the principles which are adopted in the valuation of Ordinary assurances are not applicable to Industrial risks, but it must be a source of the highest gratification to every one connected with the company to feel that the business of this branch will now bear a test so severe and one hitherto unknown in the history of Industrial Insurance." He must have meant the history in Great Britain; the test was borne by the Metropolitan in the United States from the start.

But, after the decision of the Metropolitan officers was arrived at,

the work was prosecuted with the utmost vigor. Several companies were already in the field and were operating in various states. Some one company must stand at the head, and the Metropolitan determined to push to the front and hold the leadership. Rather than rely wholly upon the slow process of educating men here to the intricacies and difficulties of field work, the Company brought from across the water a large number of men who were experts in the prosecution of the business, and who (with their families) were located in the prominent cities of the country. To these, in addition to its own home force, was assigned the task of laying the foundation; of educating a body of efficient co-workers; training them to the best methods of house-to-house canvassing and collecting; perfecting them in the intricate matters of bookkeeping, accounts and the numerous forms inherent to a business of so much detail; and thus developing in others the powers of supervision and leadership. Some of the men who joined the Company in the very earliest years of its operations are in the active service of the Company to-day, and are justly proud of their connection with it.

The first Industrial policy in the Metropolitan was written in November, 1879, and in 1880 it wrote 213,878 policies. When these results were first published insurance men were astonished, not thinking it possible for such a volume of business to be written by one company.

When we consult the New York Life Insurance Report, giving the total business transacted throughout the country during the year 1880 by all the companies writing Ordinary business, and find that the aggregate number of policies written by those companies was 72,267, it is not surprising that the attention of the insurance world should be focused upon this particular phase of the business. The Superintendent of Insurance of New York State wrote in his Annual Report in 1881: "This class of insurance is somewhat new and is yet an experiment in this country, but thus far it seems to meet with success, which promises well for its future growth and prosperity; * * * one Company in New York, the Metropolitan, has issued during the past year more than two hundred thousand of these policies."

The Prudential of Newark, operating since 1876, had on January 1, 1880, 43,715 policies in force, limited, as already stated, to three states; while the Metropolitan, in its first year, wrote over 200,000 policies. The lead thus taken by the Metropolitan has been maintained without

interruption during all the intervening years, and its remarkable growth is worthy of a place in the history of the nation.

The total income of the Prudential of London in 1854, the first year of Industrial insurance, was equivalent to about $15,000; in 1888, thirty-four years after the inception of Industrial business, it was $21,000,000, and the remarkable growth thus shown was looked upon as one of the wonders of the insurance world. The total income of the Metropolitan in 1879, the year when it introduced Industrial insurance, was $567,598; in 1913, it was $117,503,044. Thus, in thirty-four years, the Metropolitan reached over five and one-half times the income reported by the Prudential at the same period of its history. Who will venture to say what the income will be at the end of another thirty-four years?

The expenses of establishing a "plant," of vigorously pushing the business, of meeting the high rate of mortality among the industrial class, and of attaining and maintaining the leadership of the business, were so great that it was deemed wise, in 1883, to seek legislative permission to increase the capital stock of the Company. That permission being promptly granted, $400,000 was added, making the capital $500,000.

It is interesting, when considering the Company's present proud position, to note how, in its earlier days, it passed through difficulties so great that by many its future was deemed problematical. According to the Massachusetts Insurance Report (the Massachusetts standard of valuation required a much higher reserve up to 1887 than did the New York standard; then, in accordance with a law passed by the legislature the New York standard was changed), the surplus was $298,791.13, December 31, 1882. On the 31st of December, 1883, the surplus was $331,474.24, or an increase of only $32,683.11 over the previous year, notwithstanding that $400,000 had been paid in cash by stockholders during the year. This $400,000 of increased capital was paid in under the provisions of an amendment to the charter known as Chapter 437, Laws of 1883. The figures we have given are an indication of the necessity for more capital which confronted the Company in its prosecution of the Industrial business. It was felt that a strong inducement should be held out to the stockholders to contribute more capital and because it was evident that the financial success of Industrial business was problematical. This amendment provided for the separation of the Company into two

departments, called the Ordinary and the Industrial Departments. In the Ordinary Department it is provided that any surplus earned should be credited to such policy-holders of the department as should be entitled to participate in the surplus. As to the Industrial Department, it was provided that the net surplus derived from the business should be added to the capital stock as additional security to policy-holders. The amendment further authorized the increase of the capital stock to an amount not exceeding two millions of dollars by the issue of additional shares, such additional stock to be paid in cash or by the application of such surplus as may be derived from the business of the Industrial Department. It was further provided that no further cash dividends should be paid upon the stock than 7 per cent. per annum. The cash increase by $400,000 contributions, which we have mentioned above, did not immediately put the Company upon a sound basis. At the end of 1884 the surplus was reduced to $201,209.25, which meant that the capital was impaired nearly $300,000. It is true there was some consolation in the fact that the loss was not so great as in 1883, but the question naturally arose, How long can this thing last? When is the tide to turn? The feeling of apprehension that prevailed at the end of 1885 can perhaps be better imagined than described when it is stated that the surplus had dropped to $139,651.41, which was the equivalent of a loss of $559,139.72 in three years! Of course this amount had been absorbed mainly in establishing numerous agencies in many states, embracing thousands of men; in the vast amount of canvassing literature and other material necessary to the work; in large accessions to the Home Office clerical force, etc.; but in computing the assets no credit could be taken for these, and the only question was whether the Company would be permitted to maintain its hold long enough to demonstrate the wisdom of its expenditures and the value of its plant.

The turn of the tide began in 1886, seven years after Industrial business was begun, and at the end of that year the surplus had increased to $258,123.03, and continued to augment so rapidly that the Company has been able, during the eighteen years 1897 to 1914, to pay voluntary bonuses to Industrial policy-holders, in cash or credit, which by the end of 1914 will exceed forty millions of dollars, and to grant other concessions, beginning twenty years ago, which have cost, in additions to reserve liability, over four millions of dollars.

In 1879 the Metropolitan was toward the rear of the insurance army. During that year there were thirty-two companies operating in the State of New York, and the Metropolitan stood number thirty-one in amount written, number twenty-three in total income, and number twenty-two in amount of insurance in force. Of the thirty-two companies alluded to above, seven have since dropped from the list, and nine new ones have been added, so that there were thirty-four companies authorized to do business in the state in 1913. Many of these companies were strong institutions in 1879, with agencies firmly established, and doing a thriving business. There were giants among them even at that early day. He would have been a bold prophet who at that time predicted that in fifteen short years this modest Company would force itself ahead, and occupy the very first position with respect to insurance written, and the fourth with respect to income and amount of insurance in force. Yet these were the respective positions of the Metropolitan at the end of 1894. Since then the Company has stood first in amount of insurance written in every year except two, when it stood second. The large amount of new business, combined with a favorable rate of persistence, has naturally had its effect upon the Company's position with respect to income and total amount of insurance in force. At the end of 1909 the Company had attained *first* place in insurance in force, and in 1910 it attained second place in amount of income. At the end of 1913 THE METROPOLITAN HAD MORE INSURANCE IN FORCE THAN ANY OTHER COMPANY IN THE WORLD BY ABOUT FOUR HUNDRED MILLIONS OF DOLLARS! During the years 1912 and 1913 the Metropolitan gained more insurance in force than all the other New York companies put together.

The following table shows the Industrial business of the companies transacting this form of insurance in the United States at the end of 1913. It will be observed that the Metropolitan not only leads the list by a large margin, but has on its books about 45 per cent. of the total Industrial business of all companies combined.

When one considers that the average Industrial premium in the Metropolitan is about ten cents, and that it takes one hundred of them to make ten dollars, it is a cause for congratulation among the friends of the Company to know that, in the States of New York, Massachusetts, Maine, New Hampshire, Rhode Island, Connecticut, Maryland, Virginia,

North Carolina, Georgia, Kentucky, Tennessee, Ohio, Missouri, West Virginia, Vermont, the District of Columbia and the Dominion of Canada, it received during the year 1913 more dollars in premiums than any

Name	Location	Number	Amount
Metropolitan	New York, N. Y.	12,820,667	$1,778,415,069
Prudential	Newark, N. J.	11,164,296	1,462,516,043
John Hancock	Boston, Mass.	2,311,659	391,100,718
Life Insurance Co. of Virginia	Richmond, Va.	618,629	76,729,720
Western and Southern	Cincinnati, Ohio	490,221	61,710,724
American National	Galveston, Tex.	230,367	31,499,194
Colonial Life	Jersey City, N. J.	196,233	24,571,279
Baltimore Life	Baltimore, Md.	158,872	16,006,819
Mutual of Baltimore	Baltimore, Md.	77,361	12,992,369
Immediate Benefit	Baltimore, Md.	68,827	7,269,216
Boston Mutual	Boston, Mass.	62,895	11,410,733
Carolina Life	Columbia, S. C.	61,666	2,410,921
Eureka Life	Baltimore, Md.	57,891	5,427,937
Commonwealth Life	Louisville, Ky.	56,069	8,504,189
West Coast Life	San Francisco, Cal.	50,462	7,279,413
Home Life	Wilmington, Del.	50,177	5,567,803
Equitable Life	Washington, C. D.	50,077	5,467,990
Public Savings	Indianapolis, Ind.	45,631	8,870,366
Pennsylvania Mutual	Philadelphia, Pa.	34,033	4,836,377
American Assurance	Philadelphia, Pa.	31,711	3,999,166
Independent Life	Nashville, Tenn.	22,379	2,612,914
Prudential Life	San Antonio, Tex.	18,935	3,355,175
Beneficial Life	Salt Lake City, Utah	6,564	937,346
American Life	Chicago, Ill.	6,385	1,093,626
First Texas State	Galveston, Tex.	4,042	688,267
	Total	28,696,049	$3,935,273,374

other company. It is not to be understood, however, that these results have been secured exclusively from Industrial premiums. The premiums from the Ordinary Department have been of material help in this direction.

Two more amendments to the charter were passed after the amendment of 1883 which are of great importance in a comprehension of the present legal, insurance and social status of the corporation. The amendment of 1902, known as Chapter 492, was one permitting the Board of Directors to extend the right of voting for members of the Board of Directors to its policy-holders. Up to the time of that amendment the rights of policy-holders to vote for Directors were limited to those who held life or endowment policies with an annual premium of not less than $100 or an annuity contract paying not less than $100, and limited these

policy-holders to vote in person, but not by proxy. Under the terms of the amendment of 1902 the Board of Directors resolved that every policy-holder whose policy shall have been in force for the term of one year before the annual meeting shall have the right of voting in person or by proxy for members of the Board of Directors, provided notice of intention so to vote should be served upon the Company. It was provided in the charter amendment that such right once given could not be thereafter curtailed. Section 94 of the insurance law, passed as the result of the Armstrong Investigation, further extended the rights of the policy-holders to vote for Directors, but enabled them to vote not only in person or by proxy, but by mail. The privileges given by these various charter amendments have been availed of by the Industrial policy-holders, as well as by the Ordinary, so that for several years past the policy-holders have cast many more votes than the stockholders at the annual elections of Directors.

The last amendment of the charter is likely in the future to prove one of the most important ones, as it opens out a new branch of business in line with the welfare work which the Company has from time to time undertaken and which is hereafter described. The charter of the Company limited its business to the making of insurance upon the lives of individuals and every insurance appertaining thereto or connected therewith, and to grant, purchase or dispose of annuities, as set forth in the general act providing for the incorporation of life and health insurance companies. This general act of 1853 did not permit a life insurance company to engage in health or accident insurance. In 1892, and later in 1902, and still later in 1909, the general insurance law was set forth in elaborate statutes. By the last enactment a corporation was authorized to make insurance upon the lives or health of persons and every insurance appertaining thereto and to grant annuities, and a corporation other than a mutual corporation could combine with this accident insurance, disability insurance resulting from sickness, and liability insurance covering accident or injury to employees. The Metropolitan having a special charter could not, without further legislation—unless it should abandon its charter and reincorporate—avail itself of the privilege of doing more than life and annuity business as authorized by the act under which it was organized. The Company therefore procured an amendment to the insurance law by Chapter 48 of the Laws of 1913, under which the Directors were enabled to amend

its special charter. On the 17th of April, 1913, the charter was amended by the action of the Board pursuant to the provisions of the insurance law by extending the Company's power to make insurance upon the health of persons and every insurance appertaining thereto; against injury, disablement or death resulting from traveling or general accident, and against disablement resulting from sickness and every insurance appertaining thereto; and insuring any one against loss or damage resulting from accident or injury suffered by any employee or other person and for which the person insured is liable.

Financial Growth of the Company

A glance at the column in the following table, representing the assets of the Company at the end of each year, is exceedingly interesting.

It will be observed that at the end of 1882 the total amount was actually less than at the end of 1876; but when the end of the next period of six years was reached we find the assets to have increased more than threefold—amounting to $6,287,781.35 at the end of 1888, and the annual increase since then has been phenomenally rapid, the total reaching the magnificent sum of $447,972,404.85 at the end of 1913. Five years later than 1888 we find the assets to have again been tripled, and thence, taking five-year periods, it has been pretty nearly true that the assets have doubled quinquennially. In 1893 they were less than $19,500,000; in 1898 they were $43,500,000; in 1903 they were $105,500,000; in 1908 they were just short of $237,000,000; and in 1913, as we have said, just short of $448,000,000. The amount of business in force shows a multiplication almost as wonderful. In the twenty-five years from 1888 to 1913 the business in force increased fifteen times. In the first five years it rose from about $180,000,000 to $353,000,000—nearly double. At the end of the next five years it was about $600,000,000—again nearly double. In 1903 it was $1,342,000,000—more than double. Five years later it showed an increase of nearly fifty per cent., standing at $1,862,000,000, and again at the end of 1913 an increase of fifty per cent.—$2,816,000,000.

TABLE SHOWING THE ASSETS, LIABILITIES AND SURPLUS AT THE END OF EACH YEAR, ALSO TOTAL CLAIMS PAID, COMPILED FROM THE OFFICIAL REPORTS OF THE INSURANCE DEPARTMENT OF THE STATE OF NEW YORK.

YEAR	ASSETS	LIABILITIES	CAPITAL AND SURPLUS	TOTAL CLAIMS PAID
1868	$400,047.10	$161,771.07	$238,276.03	$5,000.00
1869	594,505.39	358,042.42	236,462.97	20,500.00
1870	833,914.19	727,967.47	105,946.72	56,770.00
1871	1,102,706.78	984,991.00	117,715.78	87,500.00
1872	1,423,402.77	1,232,739.00	190,663.77	165,000.00
1873	1,589,728.36	1,420,883.00	168,845.36	197,564.89
1874	1,848,088.63	1,640,188.76	207,899.87	238,069.57
1875	1,954,275.99	1,721,791.93	232,484.06	288,556.18
1876	2,145,193.21	1,915,927.48	229,265.73	235,771.00
1877	2,087,582.47	1,795,822.26	291,760.21	215,553.00
1878	2,084,981.99	1,761,843.02	323,138.97	267,984.00
1879	2,022,482.45	1,652,801.61	369,680.84	217,598.68
1880	1,947,821.79	1,588,387.33	359,434.46	285,368.53
1881	1,973,047.08	1,597,953.00	375,094.08	379,103.30
1882	2,002,464.13	1,622,557.00	379,907.13	445,519.70
1883	2,186,622.24	1,559,254.00	627,368.24	648,858.29
1884	2,304,002.87	1,690,882.62	613,120.25	976,908.67
1885	2,784,954.01	2,078,571.60	706,382.41	1,287,765.13
1886	3,705,970.61	2,913,974.58	791,996.03	1,582,842.39
1887	4,907,024.24	4,043,632.14	863,392.10	2,113,392.76
1888	6,287,781.35	5,360,758.49	927,022.86	2,552,364.28
1889	8,597,468.77	7,000,284.87	1,597,183.90	3,045,194.77
1890	10,781,173.01	8,664,143.90	2,117,029.11	3,751,522.38
1891	13,626,948.21	10,538,115.03	3,088,833.18	4,413,420.75
1892	16,506,282.22	12,831,765.73	3,674,516.49	4,900,981.86
1893	19,343,705.06	15,234,015.14	4,109,689.92	5,535,120.09
1894	22,326,622.16	18,292,593.95	4,034,028.21	5,747,952.94
1895	25,592,003.78	21,114,973.07	4,477,030.71	6,581,389.84
1896	30,628,967.89	25,577,550.40	5,051,417.49	6,965,656.31
1897	36,370,078.91	30,685,874.80	5,684,204.11	6,991,086.50
1898	43,512,013.51	36,052,407.85	7,459,605.66	7,691,942.55
1899	51,070,840.74	43,417,361.06	7,653,479.68	8,575,134.39
1900	62,158,034.33	53,414,006.42	8,744,027.91	9,799,124.21
1901	74,771,758.56	64,833,064.33	9,938,694.23	10,714,383.67
1902	89,168,790.55	78,817,452.53	10,351,338.02	11,354,458.93
1903	105,656,311.60	94,964,454.04	10,691,857.56	13,003,870.60
1904	128,094,315.24	113,258,574.25	14,835,740.99	14,950,107.02
1905	151,663,477.29	135,473,231.33	16,190,245.96	15,395,043.43
1906	176,429,015.04	160,199,535.12	16,229,479.92	16,012,034.26
1907	198,320,463.23	184,368,564.09	*13,951,899.14	18,233,369.58
1908	236,927,361.19	214,804,454.07	22,122,907.12	18,747,668.96
1909	277,107,868.46	247,205,648.48	29,902,219.98	20,546,847.83
1910	313,915,172.39	283,246,250.36	30,668,922.03	22,641,790.00
1911	353,013,477.36	320,074,007.49	32,939,469.87	24,328,205.52
1912	397,913,442.71	363,070,471.06	34,842,971.65	25,901,612.71
1913	447,972,404.85	412,244,327.51	35,728,077.34	29,418,547.48
			Total,	$327,514,456.95

*The decrease in surplus at the end of 1907 was caused by the temporary depreciation in the market value of stocks and bonds shown by the quotations on the last day of the year, custom having established that day's quotations as the basis of valuation of the assets of insurance companies. Since 1909 the system of amortized values of securities has been followed under the authority of law.

The Armstrong Investigation and Legislation

No history of the Metropolitan would be complete without a reference to the Armstrong Investigation of 1905 and the resulting legislation throughout the country.

This investigation was made by the New York Legislature through a joint committee of which Senator ARMSTRONG was chairman. It arose out of the scandals which ensued upon a quarrel among the officers of the Equitable Life Assurance Society. It first centered upon the management of the companies, the companies' vast accumulations, their lavish use of money in acquiring new business, their alleged extravagance in administration, their use of investments in connection with what were called Wall Street enterprises, and their political activities in campaign contributions. The outstanding facts which attracted attention were that the Mutual, Equitable and New York Life companies had assets of four hundred millions each, that these combined assets of nearly a billion and a quarter of money were rapidly growing, and that by the necessity of investment there were relationships of the management with large corporations and those who controlled them. The resolution for investigation did not confine the probe to this state of affairs, and under the guidance of CHARLES E. HUGHES, now a Justice of the Supreme Court of the United States, the Armstrong Committee undertook an investigation of the life insurance business generally, and of each of the companies organized in the State of New York. The scope of the inquiry was broad enough to take in all phases of the business—its nature, its science, its plans, forms and rates, and its management, both agency and financial. The legislation enacted in New York, upon the recommendation of the committee, was revolutionary and drastic, and legislation along the same general lines was adopted in many of the states, pursuant to the recommendations of the Committee of Fifteen appointed by the Insurance Commissioners of the various states, based upon the testimony taken by the Armstrong Committee and upon its findings. The Armstrong Investigation was followed by one made by a Royal Commission in the Dominion of Canada, and the result of this was similar though much less severe legislation in that country.

All of this turned out to be of tremendous importance to the Metropolitan Life Insurance Company, and to mark, as it were, an epoch in

the Company's history. We shall proceed to show how strong the position and practices of the Company were proved to be and what splendid results ensued.

1. Ordinary. The Metropolitan had not issued any deferred dividend policies for many years. In the early seventies such policies were common in practically all of the companies, and the Metropolitan followed the fashion of the day. When the Industrial Department was established, the energies of the management were put almost entirely to the prosecution of the Industrial insurance business. At the date, the latter part of 1879, when that business was started the amount of Ordinary insurance in force was but a little over eleven millions; thereafter it rapidly diminished, so that at the end of 1891 the amount in force was only about three and three-quarter millions. The present executive management of the Company took charge in the latter part of 1891, and soon thereafter the work of the Ordinary Department was prosecuted anew. By the amendment to the charter in 1883, the Ordinary Department was kept entirely separate from the Industrial Department. In beginning anew, in 1892, the active writing of Ordinary, the policy was adopted of writing non-participating business only and doing the work through the agents of the Industrial Department. The announcement of the new work declared that the time had come, in the belief of the management, when the plain business man desired a plain business contract, stating the entire contract in plain language, leaving nothing to the imagination, borrowing nothing from hope, making definite promises to pay definite sums for definite premiums. In other words, the management attacked the principles and practice of deferred dividends as being an overcharge of premiums for the purpose of promising dividends at postponed dates and using the surplus meanwhile for the getting of business and the accumulation of assets. No other company of prominence confined its business to non-participating insurance. From the beginning the Department was successful. The year before (1891), the total Ordinary writing was less than $200,000. In 1892 it was over two millions, in 1893 over six millions, in 1894 over fourteen millions, and rapid strides were made so that in 1905, the year of the investigation, the writing was nearly one hundred and thirty-five millions, and the amount in force at the end of the year over three hundred and eighty-eight and a half millions. Meanwhile large amounts of the Intermediate and Special

Class policies had been sold, but these did not violate the principles laid down in 1891. The premiums were calculated with a loading only slightly larger than the Ordinary. The scheme in each plan was based upon the idea that much could be saved on mortality. The net premium in the Intermediate was based upon the experience of Industrial policies, and that of the Special Class (or sub-standard) upon double the Actuaries' table, and later upon double the American table. The promise was to keep the business done on these two plans separate and to pay Intermediate dividends, if earned, after the first five years and annually thereafter, and Special Class dividends for two quinquennial periods and annually thereafter. The experience of the Company upon all these plans—non-participating Ordinary and the Intermediate and Special Class—was most satisfactory, and the expenses were kept to a low figure.

As the investigation progressed the committee came to the conclusion that the system of insurance known as tontine or semi-tontine, by which high participating premiums were charged on the promise of future dividends and these dividends were deferred for a long term of years, usually twenty, during which no accounting was made, resulted in the accumulation of vast sums of money; and that the enormous assets were a temptation to extravagant expenses in the procurement of enormous amounts of new business. The outcome of the investigation was not only to make deferred dividend business illegal but to limit the expense of doing new business by a rigid rule. In determining this rule investigation was made, and in a controversy on the terms of the statute (Section 97) the Actuary of the committee cited the Ordinary business of the Metropolitan as having been done within the proposed limits; and he argued that if the Metropolitan had done this, it was no hardship to other companies to compel them to do the same. In several particulars the Armstrong laws were made favorable to non-participating insurance. But the crowning advantage to the Metropolitan came in the enactment of Section 96, fixing the limit of new business the companies should be allowed to do in any one year. The Report of the committee criticized the extravagant commissions and bonuses and prizes to agents, the "pride of growth and zeal for impressive totals," and proceeded: "The growth of the three companies has long been a matter of grave concern to students of insurance conditions. No useful purpose will be served by their becoming larger." The committee adopted the plan of curtailing

the activities of these three companies not only by limiting the expenses by Section 97, but limiting new business by Section 96, as to which the committee said: "The limit of new business in any year shall be determined by taking certain percentages of the total insurance in force on the 31st of December of the preceding year." The amount in force and the amount to be written were both to be on a "paid-for basis"—that is, the first premiums actually received. The section enacted that there should be no limit of new business to companies having less than fifty millions in force; fixed limits of 30, 25, 20 and 15 per cent. upon various greater amounts in force up to a billion; and made the maximum a hundred and fifty millions for any one company. Under this rule the Metropolitan, for the year 1907, when the new law took effect, could have written no more than 20 per cent. of the amount in force at the end of 1906. In 1906 the Metropolitan closed the year with about $429,000,000. The limitation for 1907 would therefore have been, under the rule, less than eighty-six millions—or over twenty-five millions less than it wrote in 1906! This would have been a very serious matter to the 12,000 field workers of the Company and would have curtailed their earnings. The committee would not permit this. It said: "The case of the Industrial companies presents special consideration. . . . The Ordinary Department is developed in connection with the Industrial branch" [this statement must have referred to the Metropolitan, which is the only important company confining its Ordinary writing to the Industrial men] "and furnishes an opportunity to Industrial agents to add to their slender compensation. The Ordinary business annually written is much larger in proportion to the total outstanding insurance of the same sort than in the case of other companies. The total assets are relatively small. Thus the Metropolitan, with total outstanding insurance at the end of 1904 of nearly $1,500,000,000, had assets of only $128,000,000, while the Equitable, with outstanding insurance of about the same amount, had assets amounting to $412,000,000." This disparity was caused in part, of course, by the fact that the Metropolitan did not swell its assets by accumulating from excessive premiums and by deferring dividends. Its long fight for non-participating business was rewarded. The deferred dividend system was prohibited and the Metropolitan was relieved from the limitation on new business imposed upon the tontine companies. The limitation was fixed at 50 per cent. of the total insur-

ance, including Industrial, not, however, to exceed $150,000,000. This was nearly $40,000,000 more Ordinary than it had ever been able to place. In 1907 the Company placed over $122,000,000, and reached the limitation of $150,000,000 in 1909.

It must not be supposed that this advantage to the Metropolitan passed unnoticed. The New York Life Insurance Company supported a suit in the courts to declare the statute unconstitutional on account of the discrimination in favor of our Company involved in the including of the Industrial business in force as a basis upon which to calculate the limit of new business. The Metropolitan was called the "pet" of the legislature, and Governor HUGHES was charged with gross favoritism. The suit was unsuccessful. However, the statute was amended. In 1910 Section 96 was changed so as to enlarge the limitation by fixing it at $150,000,000, or an increase "over the largest amount issued in any one of the three years immediately preceding in the proportion in respect to said amount," based upon the saving in defined expenses as compared with a standard expense of twenty-five per cent. At this date, the Metropolitan needed no legislative favors, and it was no longer necessary to include the Industrial amount in force as a basis upon which to calculate the percentages of permitted increase. Its Ordinary in force at the end of 1909 was over six hundred millions, and therefore, under the amended statute, its limitation was one hundred and fifty millions. The enlargement of the limitation in 1910 affected the Company very favorably, so that, with other amendments passed in 1911 and 1913, the limitation for 1914 is over $212,000,000.

To sum up, to the Metropolitan was given a free hand and the old tontine companies were restricted.

	ASSETS		ORDINARY BUSINESS IN FORCE		TOTAL, INCLUDING INDUSTRIAL
	1906	1913	1906	1913	
New York....	$474,567,673	$778,617,506	$2,029,605,718	$2,273,099,212	.....
Mutual.....	495,864,650	607,110,071	1,517,257,180	1,598,466,078	.....
Equitable....	428,662,639	525,412,981	1,376,676,369	1,471,093,575	.....
Metropolitan.	151,663,477	447,972,405	428,184,083	1,038,089,393	$2,816,504,462

These figures tell their own story. We have from 1906 to the end of 1913 more than doubled our Ordinary in force, gaining $609,905,310;

the New York Life has gained $243,493,494; the Mutual, $81,208,898; the Equitable, $94,417,206. Thus we have gained two and a half times as much as the New York, over seven times as much as the Mutual, over six times as much as the Equitable, and nearly fifty per cent. more than all combined! Our total insurance in force, including the Industrial, is over five hundred millions more than the New York, and nearly as much as the Mutual and Equitable put together; while in Ordinary alone we are gaining rapidly on the other companies. In assets we have gained over $296,000,000, alongside of which only the New York Life figures are comparable.

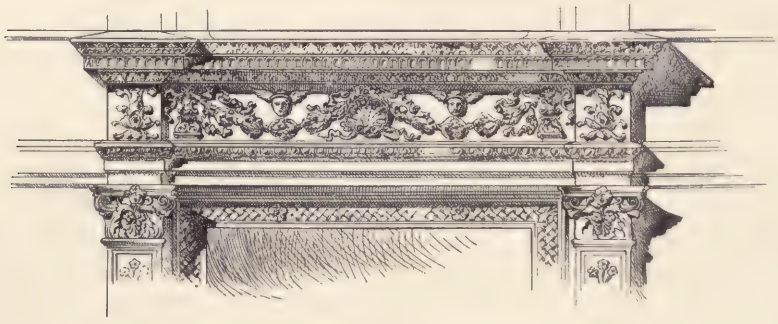
2. Industrial. The advantages the Company received from the Armstrong Investigation and legislation resulting were even more striking. *We were left alone!* There was no restricting legislation. Practically the only changes in the law were to put the reserve liabilities upon the basis of Industrial mortality, our own experience being taken as the basis, and to give surrender values after three years instead of five. The latter change was unjust, as we proved, but is not onerous, and the burden falls not upon the Company but upon the old policy-holders, whose bonuses are thereby reduced. No investigation could be more thorough than that made of Industrial insurance. There can be no doubt that the committee entered upon its labors expecting to put an end to Industrial insurance as well as to tontine and assessment insurance. It carried out its purpose as to the last two. It let Industrial insurance alone. On the subject of child insurance, the committee found itself "without facts that would warrant prohibition" and "believes that legislation would be unwise." There can be no doubt that the result of non-interference with Industrial insurance was caused by the testimony given by the Metropolitan Life Insurance Company. The Vice-President submitted an elaborate statement of facts, which for the first time analyzed and made plain the *system* of Industrial insurance. This statement was made the basis of extended cross-examination. The Report did say that the subject was "deserving of special investigation." Everybody realized that there could be no more thorough investigation than that which the committee made, and there has been no move for a further one. The committee had the officers of the Metropolitan and Prudential companies on the witness stand and received from these companies and the John Hancock reams of schedules and analyses called for by the committee,

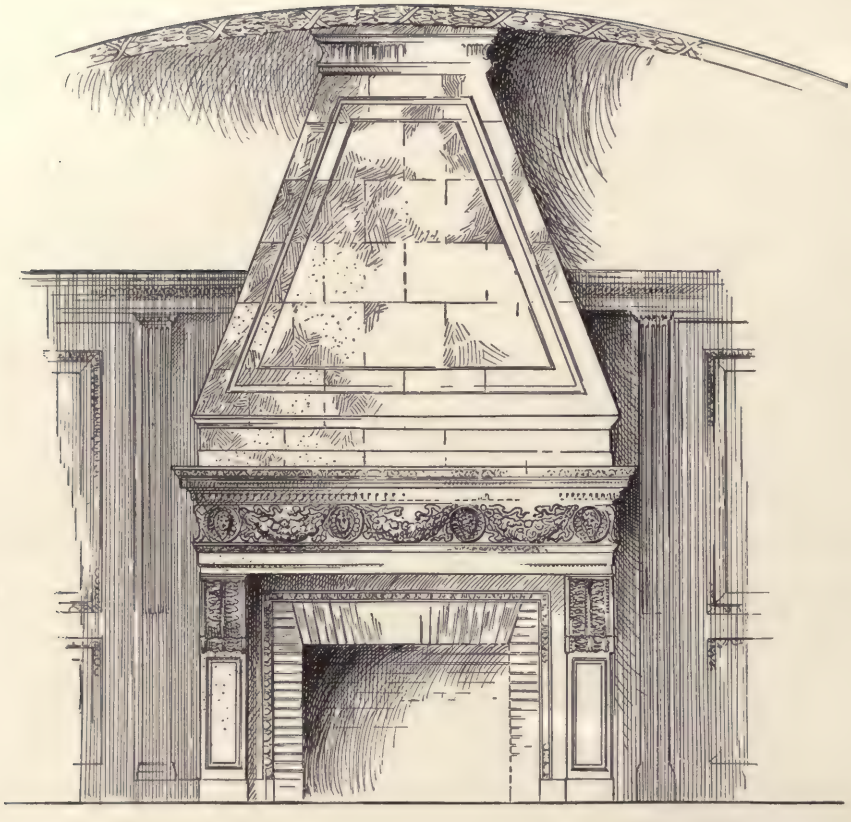
which had the assistance of one of the foremost actuaries of the country The real conclusion of the committee followed: "The alternative seems to be presented either of prohibiting altogether Industrial insurance by private corporations or of permitting its continuance substantially upon the present basis, subject to those regulations designed to secure economical administration *applicable to all companies alike.*"

In other words, the alternative is state insurance or Industrial insurance by companies like the Metropolitan. The Report of the Insurance Superintendent of New York on another page shows how this question has been decided by the good management of the Metropolitan. He remarks that state insurance "is not being agitated to anything like the extent that it was three years ago," and says: "In other fields, the socialistic ideal of state control has during this time been making large headway, while in this field it has shown a distinct tendency to abate. If this means anything, it means that in the field of Industrial insurance, however it may be in other directions, private enterprise has been splendidly justifying itself by its works. Upon no other ground is it possible now for private enterprise in any quasi-public field to escape the challenge of the new spirit that is abroad in the land."

Meanwhile, unhampered and encouraged by state legislation and state supervision, the business has gone on, the Company having increased its Industrial insurance in force from 1906 to the end of 1913, $513,730,567.

The pages of this History show how the Metropolitan has done such service to the state and how much it has deserved the confidence of the Armstrong Committee and the legislatures of the various states.





The Company as Viewed by the New York Department of Insurance

UNDER the New York statute, examinations of life insurance companies must be made by the Superintendent of Insurance once in three years. In 1913 such examination was made of the Metropolitan. As a preface to the report of his examiners the Superintendent of Insurance, the Hon. WILLIAM TEMPLE EMMET, wrote and published as a state paper the following comments on the business condition and the collateral activities of the Company:

PREFACE TO THE REPORT
BY THE
HON. WILLIAM TEMPLE EMMET, SUPERINTENDENT OF INSURANCE.

STATE OF NEW YORK.
INSURANCE DEPARTMENT.
ALBANY, N. Y., March 23, 1914.

When the Metropolitan Life Insurance Company was last examined by this department, Mr. WILLIAM H. HOTCHKISS, who was then the Superintendent of Insurance of New York State, prefaced the publication of his report of examination with a memorandum in which laudatory references were made to the company's activities in several of its departments. Particular stress was laid upon the desirability of encouraging and extending in this country the writing of so-called Industrial insurance, for which the Metropolitan Life Insurance Company is chiefly noted. This, I suspect, was a question which had been puzzling Mr. HOTCHKISS considerably, as it had the Armstrong Committee a few years before—the question, I mean, of whether private enterprise should be left much longer in control of the business of supplying Industrial insurance to the masses on a large scale. My predecessor's memorandum shows that, whatever his original doubts may have been on this point, they were dispelled by the showing which the Metropolitan made under an examination which was searching in the extreme, and which I surmise had in the first instance been undertaken in no spirit of preconceived approval of the company's methods and purposes.

Upwards of three years have passed since that examination was completed, and to-day, notwithstanding the fact that the world is steadily

growing more radical in its attitude toward private enterprise as a suitable agency for the accomplishment of quasi-public purposes, this question of permitting organisms like the Metropolitan Life Insurance Company—stock companies, in the management of which, however, policy-holders have certain rights—to continue to supply the great social service of providing Industrial insurance to the masses unchallenged by interference or competition from the state itself, is not being agitated to anything like the extent it was three years ago. In other fields, the socialistic ideal of state control has during this time been making large headway, while in this field it has shown a distinct tendency to abate. If this means anything, it means that in the field of Industrial insurance, however it may be in other directions, private enterprise has been splendidly justifying itself by its works. Upon no other ground is it possible now for private enterprise in any quasi-public field to escape the challenge of the new spirit that is abroad in the land.

The fact is, the history and achievements during the last decade of the Metropolitan Life Insurance Company, and of one or two other of our large life insurance companies, present such shining examples of efficient and enlightened business management—with in some cases a dash of statesmanship thrown in—that it seems to me to be quite as much the duty of a supervisory official, when an appropriate occasion arises, to comment favorably upon such cases of successful public service by business corporations under private control, as it would be his duty under present conditions to administer sharp criticism if the tendency had been in the other direction. In the case of the Metropolitan Life, the responsibilities of the company's management are shared by its comparatively small number of stockholders and its army of Ordinary policy-holders—under charter provisions designed to bring about this happy union in a practicable manner. Precisely what the basis of this partnership between stockholders and policy-holders is need not be gone into here. It is no part of the work of the Insurance Department to settle questions which from time to time arise over the legal meaning of charter provisions. That is a function reserved, under our laws, to the courts. It is with the results achieved under such a system as the Metropolitan has, rather than with its exact legal character, that we are now concerned. I simply call attention, therefore, to the interesting fact that at each annual election of directors certain of the Ordinary policy-holders and the stockholders of this company have the right to vote, under charter provisions which so far modify the procedure of strictly stock corporations as to constitute at least a substantial recognition of the theoretical advantages of the mutual idea, without at the same time involving a complete abandonment of those fundamental virtues which reside in the system of stock

ownership. In the evolution of modern business the potentialities of such a plan of organization as the Metropolitan follows are deserving, I think, of very serious consideration.

The administrative officers of the company, whose directors are chosen in the manner I have mentioned, seem to me not to have approached their task with any bias in favor of stockholders as against policy-holders, or the reverse—as might very well have been the case if one or the other of these elements had been in complete control of the company. Rather they have shown a desire to harmonize the interests of both elements for the general good of the organization. In this they have been very successful. They have so increased the assets of the company as to make these equal the resources of many states and even nations. They have at the same time steadily cheapened the cost of insurance to policy-holders, both by direct means and by the distribution of bonuses. They have extended the company's business to such an extent as to bring it into contact now with approximately one-eighth of the population of the entire United States. That this notable growth has involved no sacrifice of efficiency in the handling of administrative details, but on the contrary has been the direct result of constantly increasing efficiency, is shown by the comparatively small losses sustained by the company in proportion to the large investments made, by the high earning power of the company's securities, and by the steady decrease which has been taking place in the percentage of managerial expenses to the company's premium income. The fact that the percentage of lapses due to the abandonment of their insurance by policy-holders is constantly decreasing, speaks eloquently to the same effect. This last-mentioned development is perhaps the most convincing evidence which could be offered that the company's policy-holders are, broadly speaking, very well satisfied indeed with what they get in return for the premiums they pay.

A very remarkable showing, altogether. It is very largely explained, it seems to me, by the fact that those in control of these great companies realize to-day that such institutions must shoulder responsibilities to the community at large of a somewhat different order from those which confronted them when they were engaged in business in only a small way, and that the affairs of such companies simply cannot be administered in a spirit which takes only the business side of things into account. This fundamental change in attitude on the part of great business institutions which have come up from small beginnings need not, it seems, be accompanied by any actual changes in the legal status or character of such organizations. In the case of the Metropolitan there have been no vital changes in the company's corporate character for many years. Under its system of joint control by stockholders and

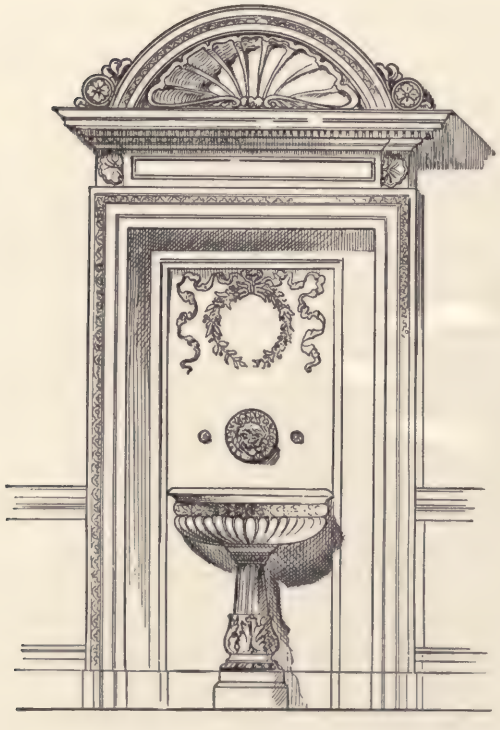
Ordinary policy-holders, it has been able very effectively to rise to the occasion and to bring about all the changes in its methods of doing business which a continuous growth has from time to time necessitated. It is difficult to see how, if the burden of the administration of such institution as this had during the past twenty years been upon the shoulders of the public, the institution could have been made a particle more responsive than it is to the constantly changing requirements of our time. If the men in charge of such a company grow reactionary in their tendencies, or blind to the social progress of the age, the movement toward an absorption of their powers by the state itself will, as matters stand, proceed very rapidly. But in the case of the company under consideration there has been such a frank and fearless recognition of its new responsibilities that it is easy enough, after all, to understand how it has happened that in the field of Industrial insurance the movement toward state operation and ownership has experienced a set-back. Having very promptly recognized what the public may rightfully require from institutions engaged in the Industrial insurance business—having in fact been largely instrumental in educating the public to a full realization of what it might rightfully require—this company aited for no changes in existing law before striking out as a pioneer among insurance companies along the pathway of social service on a huge scale. The report of the examination which has just been completed shows the extent and ramifications of these departures. The many admirable things which have been accomplished for policy-holders and employees during the past decade are set forth in considerable detail in the following pages. Leaving out of consideration the mere numbers of those who have been directly benefited by these activities, I think that the example which the Metropolitan has set to other great business organizations by its early recognition of the new responsibilities attaching to all business enterprises which have attained a certain size, is one of the most beneficial of recent occurrences in the field of American business. In carrying out some of its remarkable projects of social betterment, like the establishment of its tuberculosis sanatorium for the Home Office and Field employees of the company, it has had to overcome many obstacles, even to the extent of invoking court aid to enable it to proceed. Fortunately our court of last resort in New York was progressive minded enough not to withhold its assistance in this worthy enterprise. The tuberculosis sanatorium is now an accomplished fact. But for years before this happened, the company had, by means of educational literature distributed on a gigantic scale, been waging effective warfare against the dread evil of tuberculosis. For years it has through its publications upon the question of health conservation been serving multitudes of people as a sort of University of beneficial

instruction upon this most important subject. For years it has maintained for its policy-holders a nursing service upon a great scale; this has latterly become a veritable marvel of efficiency and practical helpfulness. I have mentioned only a few of the things the company has been doing in the field of social service but I think that these will sufficiently show the extent to which this institution has recognized the modern truth that organized wealth under private management must, if it is going to be allowed to exist at all, assume certain public responsibilities which were not dreamed of under any of the old philosophies.

Now as to my purpose in dwelling upon these matters in a memorandum like this. It is not, let me hasten to say, primarily for the purpose of praising the Metropolitan Life Insurance Company or its present management that I mention them. It simply happens that this great institution—having so very recently been under our critical scrutiny, and presenting so many admirable illustrations of what an efficient and enlightened modern business organization on a large scale can do in the way of keeping abreast of modern thought—seems to be in a position where I may properly use it as an illustration of the particular point I had in mind when I decided to prepare this Preface to the Report of my Examiners. My point is, of course, that private initiative and enterprise are at their best still capable of doing the finest possible work in fields from which, latterly, all the talk has been that these agencies should be compelled to retire. Those of us who have been more or less closely connected during the past few years with the work of the state are in a position to realize better perhaps than many others are, the strength of the tide that is setting nowadays in the direction of what is commonly called Socialism—by which I mean, of course, the taking over by the state at the earliest possible moment of nearly every form of productive activity. We have been in a position, too, where we could plainly see some of the evils which creep very insidiously into all public administration of large and complicated affairs. Upon me the effect of the experience has been to make me disinclined to see the movement toward state omnipotence proceed a bit faster than it has to. Rather would I see the people pause every now and then before such an example of private enterprise as we are here considering, and consider soberly whether, in the long run, good is going to come from substituting political administration in place of the kind of private administration which can apparently be secured for such companies nowadays—and which can be safeguarded, of course, to any extent the state may desire by a system of efficient governmental supervision. The Metropolitan Life Insurance Company is only one of the several great insurance organisms of which substantially the same things which I have said with particular reference to this one

company might be said generally. The Metropolitan Life Insurance Company is by no means a unique example among business institutions, or even among insurance companies, of modern and enlightened business management. Institutions like this constitute the most effective barriers we have to-day against the too rapid spread of socialistic ideas; and that is why, with so shining an example at hand, I—who believe in making haste slowly in the field of political evolution, even to the extent of putting on the brakes occasionally—have not been able to resist the temptation of pointing specifically to it in proof of what private enterprise is capable of accomplishing for the public good in the insurance field.

W. T. EMMET,
Superintendent of Insurance.



Site of the Metropolitan Building

An Historic Spot in the Very Center of the Metropolis of the Western World—Madison Square and Its Surroundings a Center of Interest for Generations—Early History of the Site Which Has Long Been Closely Identified with American Progress.

Site of the Home Office Building. Madison Square Presbyterian Church at Left
Residence of S. L. M. Barlow at Extreme Right

Site of the Home Office Building

By Charles Hemstreet, Author of "Nooks and Corners of Old New York," etc.

PECULIAR interest has been attached by tradition to the site of the Metropolitan Building, at Madison Avenue and Twenty-third Street, New York City. Here it was that a revolution was wrought in the plan of laying out cities and that the scheme of avenues and cross streets was conceived.

It was on a hot summer day in 1810 that the Commissioners of Streets and Roads, after three years of fruitless efforts to agree upon a plan, were spending the afternoon upon the banks of the little stream that came across what is now Madison Square and skirted the northern side of the plot upon which the Metropolitan Building was erected fourscore years later.

Gouverneur Morris, John Rutherford, Simeon DeWitt and S. Guel, with their surveyor, John Randel, Jr., were sorely perplexed. They had been charged in 1807 with the duty of laying out the unoccupied portion of Manhattan Island so as to provide for the orderly expansion of the city. For two centuries New York had been growing in a haphazard sort of way, the little Dutch trading post about Fort Amsterdam and the villages that had grown up in the lower part of the island having been welded together by the building up of the intervening fields and woods, and there was a hopeless tangle of a town, reaching from the Battery to Houston Street on the East Side and to Christopher on the West.

It was felt that streets should be mapped out in some regular fashion before the city spread further, and this commission was created. The members traveled, consulted engineers in this country and abroad, and were unable to decide upon a plan. They had tried to devise a "natural city"—one that would preserve the configuration of the land and the courses of the streams, but the results were manifestly impossible.

They had rejected with one accord the system of square "blocks" which Philadelphia had adopted.

On this summer afternoon the commissioners naturally fell to discussing the problem that had become a bugbear to them, and walking over to where there was some freshly screened sand, they began drawing plans with their canes to illustrate their arguments.

The sun peeped out from behind a cloud to look at these grave men as they grew warm over their discussion, and the rays struck a big screen that the workmen had been using, casting at the feet of

House of Refuge, Madison Square, 1832

the commissioners the shadow of the wires, dividing the sand into neat oblong spaces.

"There is the plan!" exclaimed one, and out of this suggestion that the screen and the sun had conspired to put into the minds of the commissioners, grew the scheme of broad avenues running the length of the island, with cross streets placed closer together. In the following year they presented their plan to the city authorities and it was adopted, though it was utterly unlike anything that had ever been thought of in the laying out of cities.

The only criticism that subsequent generations have made of the plan is that the blocks ought to have been turned about, so as to provide more avenues and fewer cross streets, but this fault is probably chargeable to the screen being so placed that the shadow of the meshes showed the greater length of the rectangles lying east and west.

These men laid out the city as far north as 155th Street, thereby incurring the ridicule of their townsmen, who declared that it would take a score of centuries for the city to fill the map that the commissioners drew; yet New York now has streets numbered in the 200's, though it has only rounded out a century since this plan was devised on the spot where the Metropolitan Building now rises.

Near the end of the 18th Century the Bloomingdale Road (now Broadway) was the fashionable drive of the city, and at Twenty-third Street the Boston Post Road branched off, crossing toward the Madison Square Garden site, with the Potter's Field to the left and a pond to the right. This sheet of water was directly in front of the plot on which the Metropolitan Building stands, and in winter it was a favorite skating place. It was a widening in the stream that had its origin in springs that rose at about Twenty-second Street and Sixth Avenue. At Twenty-fourth Street and Madison Avenue it narrowed again into the dimensions of a little rivulet and ran east, cutting across the northeast corner of the Metropolitan site and emptying into the East River at Seventeenth Street.

FRANCONI'S HIPPODROME, MADISON SQUARE, 1853

The Potter's Field did not long remain here. In 1795, moved by the objections of the rich folk, who did not like driving past such a grewsome spot, the city moved the burying-ground of paupers to what is now Washington Square, and in 1806 the city ceded the plot to the Federal Government for an arsenal, which was built in that year in the northwest corner of the present Madison Square, covering the sites of the Farragut, Worth and Seward monuments. This property was deeded back to the city in 1824 and the building was converted into a House

of Refuge, which was opened in January, 1825. The building was destroyed by fire in 1839, and the institution then moved to the foot of East Twenty-third Street.

The military spirit of the people was being stirred in 1810, when the plan of the city was prepared, by the troubles with Great Britain on the high seas, and the commissioners included in their scheme a great reservation for a parade ground and public park, setting as its boundaries Twenty-third and Thirty-fourth Streets and Third and Seventh Avenues. This was the site of Camp Madison, where, in August, 1812, the troops from up-state towns were mobilized for the war, in obedience to the call of President MADISON for 315,000 soldiers to fight the British.

TAVERN NEAR MADISON SQUARE, 1815

During the next two years the Eleventh Regiment held its weekly drills on these grounds, and camped for three months of the fall of 1814 on what later became the site of the Metropolitan Building. In September of that year there were 25,000 soldiers encamped here, and on November 13th, Governor D. D. TOMPKINS reviewed the troops. The Eleventh Regiment was mustered out of the Federal service on November 29th, but continued in the state service, and the four companies that constituted the Second Battalion afterward formed the Twenty-seventh Regiment, which was later designated the Seventh, so it may be said that that illustrious command practically began its active career on this site.

The parade ground was reduced in size at the end of 1814, the new boundaries being Twenty-third and Thirty-first Streets and Fourth and Sixth Avenues. In 1844 it was contracted to the present dimensions of Madison Square and its improvement as a public park was begun by Mayor JAMES HARPER.

At this time Corporal THOMPSON'S cottage occupied the site of the present Fifth Avenue Building, and with Buck's Horn Tavern, at Broadway and Twenty-second Street, provided refreshments for wayfarers and for

the merry parties that rode or drove out from the city, which still considered Madison Square "country" in the forties.

In the enclosure adjoining the corporal's cottage on the north, cattle shows and sales were held until, in 1853, a number of houses having been erected in this section by fashionable people, the road-house made way for Franconi's Hippodrome. This was a two-story brick building 225 feet in diameter. It was opened May 8, 1853, but was too far from the bulk of the population to have a long or profitable existence. In 1855 AMOS ENO tore down the Hippodrome and began the erection of a hotel, which he leased to PARAN STEVENS, who opened the hostelry in 1858.

By the end of the forties the houses of the wealthy dotted the region from Fourteenth Street to Murray Hill, one of the most notable being the residence of S. L. M. BARLOW, at Twenty-third Street and Madison Avenue, which afterward made way for the first Metropolitan Building. Mr. BARLOW, a wealthy lawyer, was a patron of literature and art, and his home became a center of culture.

CORPORAL THOMPSON'S INN, MADISON SQUARE, 1840

With the development of this section as a fashionable residential place came the building, in 1853, of the Madison Square Presbyterian Church, on the Twenty-fourth Street corner, near the BARLOW residence, and the edifice was opened for public worship in December, 1854, under the pastorate of the Rev. Dr. WILLIAM ADAMS. This church has acquired fame through the ministerial prominence and civic activity of its present pastor, the Rev. Dr. CHARLES H. PARKHURST. The building was demolished in 1906 to make way for the extension of the Metropolitan Building over the entire block.

Two notable buildings closely identified with American progress occupied the eastern end of the block—the National Academy of Design, at Twenty-third Street and Fourth Avenue, and the Lyceum Theatre, on the plot adjoining on the north.

The Academy, which in its long career has done valuable service in fostering and developing American art, grew out of the New York

National Academy of Design and Lyceum Theatre

Academy of Fine Arts, organized in 1802, and became firmly established in the twenties largely through the energy of SAMUEL F. B. MORSE. After occupying several sites further down-town, it bought this property in 1857 and laid the corner-stone of the new building on October 21, 1863, but it was not until May, 1865, that the new home of art was opened. It was modeled after the celebrated Palace of the Doges in Venice, and was one of the show-places of the city until it was torn down in 1901 to make way for the extension of the Metropolitan Building, the Academy, in May of that year, having taken possession of its partially completed galleries at 110th Street and Amsterdam Avenue.

The Lyceum Theatre, in a brief career of fifteen years, witnessed more successes and brought out more stars of the first magnitude than any other stage in America. It was situated in the middle of the Fourth Avenue block now occupied by the Company. It was opened April 6, 1885, with a notable failure, the production of STEELE MACKAYE'S "Dakolar," a version of GEORGE OHNET'S "Le Maître des Forges," but in the following year HELEN DAUVRAY turned the fortunes of the house with BRONSON HOWARD'S comedy, "One of Our Girls," and from that time on the stage of the Lyceum easily ranked among the most prominent in America. DANIEL FROHMAN then took the house and organized his famous stock company, and had charge until the theater was pulled down to make way for the Fourth Avenue front of the Metropolitan Building.

The old theater had three indisputable titles to an honored place in the annals of the stage. It was the birthplace of the BELASCO plays, and it was on its stage that the PINERO dramas first won American theatergoers. It was the Lyceum that brought out such brilliant actors and actresses as GEORGIA CAYVAN, E. H. SOTHERN, WILLIAM FAVERSHAM, VIRGINIA HARNED, MARY MANNERING and JAMES K. HACKETT. RICHARD MANSFIELD, HERBERT KELCEY, W. J. LEMOYNE, CHARLES WALCOT, HENRY MILLER, MINNIE MADDERN FISKE, and a host of others hardly less well known, were also members of the Lyceum companies. Some of the famous plays were "The Wife," "The Charity Ball," "Sweet Lavender," "Lord Chumley," "The Prisoner of Zenda," "Trelawney of the Wells," "Miss Hobbs," "Squire Kate," "The Princess and the Butterfly," "The Adventures of Lady Ursula." It was at the Lyceum that ANNIE RUSSELL achieved her greatest success in "A Royal Family," in which play LAWRENCE D'ORSAY first came prominently forward.

ORIGINAL HOME OFFICE BUILDING, MADISON SQUARE

The Metropolitan Building

A Monumental Structure, Beautiful in its Design, Gigantic in Size, Substantial in Construction, Complete in its Appointments—Its Architecture—Its Crowning Feature, the Tower—Its Wonderful Clock—A Building that Contains a City in Itself—The Metropolitan Annex.

Madison Square, Showing Original Home Office Building with the First Addition Made on Twenty-fourth Street in the Rear of the Madison Square Presbyterian Church

The Building

N. Le Brun & Sons, Architects

AMONG the many monumental structures erected in New York City for business purposes, the Home Office building of the Metropolitan Life Insurance Company stands notably in the foremost rank by reason of the impressive stateliness of its design, its great size, the thoroughly substantial character of its construction and the completeness of all its appointments.

This pre-eminence is accentuated by an admirable location at the very center of the Metropolis on the eastern flank of Madison Square, near the meeting point of three of its busiest thoroughfares, whence it can be seen to fine advantage above the leafy foreground of the tree tops.

The completion of its crowning feature, the tower, marked the culmination of a series of building operations which, commencing with the construction during the years 1890 to 1893 of the southwesterly section of the structure fronting on Madison Avenue, continued intermittently to 1909.

The Metropolitan Building is designed in the early Renaissance style of northern Italy—a style combining dignity with refinement, and of a flexibility readily adaptable to the exacting commercial requirements of the day, which demand a many-storied structure pierced with frequent and large-sized openings.

The initial *motif* was, of course, the section built at the corner of Madison Avenue and Twenty-third Street. Though designed with no thought of future extensions, this section, from its massive proportions, the boldness of its detail and general architectural features, fortunately lent itself to a monumental solution of the problem, and the resultant building presents both in plan and in elevation a strictly coherent and consistent whole with no evidence of afterthought.

The building is in two parts—the main building occupying the

entire block bounded by Madison and Fourth Avenues and Twenty-third and Twenty-fourth Streets, and the Annex, on the north side of Twenty-fourth Street, connected with the main building by a subterranean passage.

The main building contains eleven stories and is 164 feet high; the tower, containing fifty stories above the sidewalk level, reaches an altitude of 700 feet. Each avenue front being 200 feet and each street front 425 feet long, the building has a girth of 1,250 feet and a total superficies of 345,000 square feet. This entire exterior is faced with pure white Tuckahoe marble, requiring for its construction about half a million cubic feet of that select material.

The first story, with boldly projecting diamond-faced ashlar, serves as a plinth to the second and third stories, which are united as one feature and are decorated with a rich composite order of coupled columns and pilasters. At the main entrance on Madison Avenue and for a length of 150 feet at the center of the Twenty-third Street front the columns project five feet, forming porticoes. Around the base of the tower and on Fourth Avenue they are slightly engaged, elsewhere omitted. The corner pavilions are banded with rustications to give a stronger effect to the angles of the building. The richest and most delicate carving marks externally the importance of the second and third stories, which, taken together, form what the Italians call the "*piano-nobile*" of the building and contain those suites of rooms occupied by the executive officers of the Company.

From the fourth to the ninth stories the architectural effects are obtained by the manner of grouping and decorating the windows, which have deeply molded and decorated reveals and carved mullions and are tripled in the curtains, and in the pavilions have plain molded architraves banded with rustications.

The crowning division of the façade, containing the tenth and eleventh stories, comprises the main entablature and the balustrade or "attic." This vigorously designed entablature has a bold cornice, of six feet projection, which casts a strongly accentuated shadow proportioned to the height of the building.

All the horizontal lines and architectural features above described are continued around the block to the junction of the building with the tower, which, projecting five feet beyond the main structure, *rises*

directly from the street level, fullest emphasis and value being thereby given to its sheer height.

The dimensions of this tower are seventy-five feet on Madison Avenue and eighty-five feet on Twenty-fourth Street. Its total height is 700 feet. In its general design and outline it is affiliated to the famous Campanile of St. Mark at Venice, which has been taken as a prototype, and brought into architectural harmony with the main building.

Over a rich base reaching to the sill level of the fifth story, sixty-eight feet above the sidewalk, and decorated with all the elaborate architectural features of the lower portion of the main building, rises the severely simple shaft extending through twenty-eight stories or 366 feet. The angles are strongly accentuated by broad rustications, and on each face are three tiers of tripled windows similar to the fenestration of the central divisions of the Twenty-third Street and Fourth Avenue fronts. Otherwise the surfaces are unornamented and unbroken, save at the level of the cornice of the main building, where octagonal balconies continue the strong shadow effect of that cornice without interrupting the upward continuity of the piers, and at the twenty-fifth, twenty-sixth and twenty-seventh stories, where great clock dials twenty-six and a half feet in diameter, with elaborately carved framing, are placed.

The crowning feature of the tower is separated from this shaft by a continuous line of boldly projecting double-bracketed balconies at the twenty-ninth and thirtieth stories, 377 feet above the ground, and is given richness and variety of light and shade by deep arched loggias of the Ionic order, having five openings on each side and a broad frieze cornice and balustrade.

The loggia section extends through the thirty-first to the thirty-fifth stories. Over its balustrade, 454 feet from the sidewalk, the walls of the tower are set back and continue thus for four stories, forming a massive plinth or base to the pyramidal spire which supports an octagonal turret whose gilded dome contains the forty-eighth and forty-ninth stories.

The exterior marble work terminates with the windows of the forty-eighth story, from which level up the tower is cased with gilded copper.

The highest lookout is reached at the balcony of the forty-sixth story, 660 feet above the sidewalk level, whence one of the most comprehensive and unique panoramic views in the world is obtained. Within range are visible the homes of over one-sixteenth of the entire population

HOME OFFICE, SHOWING COMPLETION OF THE TWENTY-THIRD STREET FAÇADE, ALSO THE ANNEX AND BOTH THE OLD AND NEW MADISON SQUARE PRESBYTERIAN CHURCHES

of the United States. The terminal feature consists of a great electric eight-sided lantern eight feet in diameter, from which powerful electric flash-lights mark the hours of the night. At this culminating point it attains the altitude of 700 feet above the sidewalk, or 734 feet above mean tide-water level.

This tower, in view of its truly colossal dimensions and other striking features, has been the subject of varying comment both in this country and abroad. When President HEGEMAN, with prophetic intuition, in 1893 first broached the subject of such a possible addition to the building, it was a rather startling proposition. But then all things are relative. In the good old time when five-story buildings and foot ascension was the accepted scale or limit of effort, such a tower might have been even considered monstrous. In this era of tall achievements it seems only a logical outcome of things.

On its constructive side, the complicated problems involved in the building of such a tower have been mastered through the perfecting of that ingenious composite and perfectly legitimate form of building by which the great sustaining power of steel is utilized, firmly knit and anchored to a protective masonic covering of concrete, brick and stone; while the practical utility of such a tall structure has been made possible by the invention of the rapidly moving modern electric traction elevator, which brings the fortieth story *nearer* to the ground level than was the fifth story of our grandfathers.

The structural and the practical difficulties being thus overcome, there remains the artistic side of the question to be considered.

Whether architects are working toward the right evolution of a tall building, irreverently termed "skyscraper" style, the verdict of time only can determine. The testimony of the past shows that they have, at every epoch-making period, been sufficiently ingenious to create a special style, giving artistic expression to its dominant characteristics and aspirations. But they have always done so by utilizing and shaping anew the elements of past styles. No worthy *art nouveau* has ever arisen out of a merely eccentric straining after novelty.

In this tower there is no striking departure from precedent other than size. Its ratio of width to height is as 1 to $8\frac{1}{4}$, nearly the same as its prototype at Venice, and about the proportion of a sturdy Doric column. The monument at Washington (and obelisks generally) have

a ratio of 1 to 11; the Campanile at Florence as it stands, 1 to $6\frac{1}{2}$, or had the pyramidal termination originally designed been built, 1 to $7\frac{1}{2}$; the Tower at Cremona, 1 to $9\frac{1}{2}$; the Campanile at Pistoia, 1 to 9; the Belfry at Bruges, 1 to 9; Madison Square Tower, 1 to 9; its prototype at Seville, 1 to 6. Comparing the relation of height to environment: the Victoria Tower, London, is four and one-fourth times as high as the Parliament House; St. Mark's Tower was five and a half times as high as the adjoining Libreria, five times as high as the Doges' Palace and the buildings surrounding the piazza, and twelve times as high as Sansovino's Loggetta that nestled at its base; Madison Square Tower is about four times the height of the Garden; the lantern of the Capitol at Washington, three and one-half times the height of the main building.

The Metropolitan Life Tower is four times the height of the main building, and eleven times the height of the new Madison Square Presbyterian Church on the opposite side of Twenty-fourth Street. It is, therefore, evident that it contrasts favorably in its ratio of bulk to height with the other examples cited, and should fit well in the landscape. The Company is to be congratulated upon the fact that the æsthetic value of its great proportions will always be safeguarded and kept in evidence from base to summit by the open area of Madison Square.

One of the interesting and unique features of the building is the mammoth clock, the largest four-dial tower clock in the world, located 346 feet above the sidewalk, and visible far and wide over the city. The dials are built up of reinforced concrete faced with vitreous blue and white mosaic tile. Each dial is 26 feet 6 inches in diameter. The figures on the dial are 4 feet high and the minute-marks $10\frac{1}{2}$ inches in diameter. The minute-hand measures 17 feet from end to end, 12 feet from center to point, and weighs 1,000 pounds; the hour-hand measures 13 feet 4 inches from end to end, 8 feet 4 inches from center to point, and weighs 700 pounds. They are built on iron frames, sheathed with copper, and revolve on roller-bearings. The driving-power of this huge mechanism is electricity, none of the many devices connected therewith requiring any manual operation, the entire installation being automatic. The master clock, located in the Directors' Room on the second floor, not only controls the entire tower clock outfit, but about 100 other clocks throughout the building, as well as several programme instruments for

sounding various schedules of bells in the different departments. Through the medium of a special transmitter, minute impulses are sent to the tower clock mechanisms on the twenty-sixth floor, keeping them in exact synchronism with the master clock; and at each quarter-hour electrical impulses are transmitted to the electric hammers on the forty-sixth story, and simultaneously are heard the notes of the historic Cambridge chimes, composed by Handel. Following the fourth or last quarter the hours are sounded on the 7,000-pound bell, with an impact of about 200 pounds. This blow, struck on such a large bell, may be heard many miles away. The chime comprises four bells, the largest weighing 7,000 pounds (key of B flat); the second, 3,000 pounds (E flat); the third, 2,000 pounds (F natural), and the smallest, 1,500 pounds (key of G). They are mounted on pedestals between the marble columns outside the forty-sixth story, and are said to be twice as high above the sidewalk as any other large bells in the world. As the evening darkness draws near, at any predetermined hour for which the mechanism may be adjusted, hundreds of electric lights appear back of the dial numerals, the minute-marks and the entire length of the hands, all of which are brilliantly illuminated with splendid effect—a feature never produced by any other clock in the world. Simultaneously with the illumination of the hands and dials, an automatically actuated switch lights up a great electric octagonal lantern, eight feet in diameter, located at the top of the tower, from which powerful electric flash-lights, marking the hours in the evening, may be seen for a great distance, far beyond any possible transmission of sound, the time being signaled therefrom as follows: Each of the quarter-hours is flashed in red and the hours in white light—one red flash for the quarter, two red flashes for the half, three red flashes for three-quarters, and four red flashes for the even hour—these latter flashes followed by a number of white flashes marking the hour.

The main entrances at Madison and Fourth Avenues are connected by a grand thoroughfare of arcades and rotundas lined with variegated marbles. Accessible from it are a branch of the United States Post-Office, the Metropolitan Bank, the Western Union Telegraph Co., public telephone and shops of divers kinds. Transverse corridors connect this thoroughfare with the subordinate entrances on Twenty-third and Twenty-fourth Streets and with the various stairways and batteries of elevators at convenient points, as well as with the entrance to the subway station.

Marble Arcade, Four Hundred Feet Long, Extending from Madison Avenue to Fourth Avenue

Through these elevators, thirty-eight in number, and the several miles of halls distributed throughout the upper stories, rapid access is assured to all of the 1,100 offices occupied by tenants, and to the numerous great suites of rooms devoted to the use of the various departments of the Company's vast business (elsewhere described in detail), the Company's suites occupying about sixty-five per cent. of the available floor space.

With the constant throng of occupants and visitors, numbering more than twenty thousand each day, it will be readily understood that the courts and arcade, though planned on an unusually liberal scale, present a most animated scene and are almost taxed to their full capacity at the busiest hours of the day.

Passing through the Madison Avenue entrance and corridor, one enters the main rotunda, forty feet square and seventy feet high, which contains a magnificent marble and onyx stairway leading to the loggia on the second story, which surrounds this court and gives access to the various suites for the executive officers. These suites extend continuously on the second story around the greater part of the block and for a portion of the third and fourth stories, and are finished in Santo Domingo mahogany richly ornamented and carved. On this second story are located the great Security Vault, the Board Room, the Cashiers' and the Real Estate divisions. The other administrative departments for the Company's business are grouped along the Twenty-fourth Street half of the building and in the central inner portion of the Twenty-third Street section—all as elsewhere described.

The woodwork of these offices and for the rented portion of the building is of quartered oak, the flooring of hard pine, excepting in the tower and adjacent section, where there is no visible woodwork—all the doors, etc., being encased in heavy sheet bronze, and all floors being laid solidly over the concrete arches and finished in polished cement or terrazzo.

It is unnecessary to state that in a building of this character the most approved systems of steam-heating, plumbing, electric lighting, telephone connections, etc., have been introduced.

The passenger elevators, serving the main portion of the building to the eleventh story, are of the rapid-running, high-pressure, hydraulic type. When the question of the tower elevators came up, realizing the importance and unusual character of the service required, the Company

appointed a commission of experts, consisting of C. O. Mailloux, Prof. H. W. Spangler and C. I. Duenkel, to investigate thoroughly the merits of the various types presented. After a very thorough study they reported in favor of the overhead electric traction type, which appeared to be thoroughly suited to the extraordinary rise of lift and the rapidity of service required.

The construction and finish of the building throughout are of the most substantial character. The foundations are all laid on solid rock, which was encountered at varying depths from twelve to thirty-four feet below the sidewalk level.

Owing to the number of years during which the building operations continued, the methods of construction of the successive extensions were changed to keep pace with the rapid advance in the art of building. Thus the exterior walls of the first section are of the old style *solid masonry* type of construction, and it was, we believe, the last of the modern buildings of its height to be built of that type in this city. While in the construction of the tower, in the methods of fireproofing and protecting the steel work from rust and in many other constructive matters, the work is a distinct advance upon any preceding effort.

While the Home Office building is of the latest design in fireproof construction, there has been installed a carefully planned system of protection, reducing to a minimum the possibility of fire damage to the contents. Automatic sprinklers have been installed throughout those portions of the basement and sub-basement which contain combustible material. Standpipes provide ample water supply in each section of the building on all the floors. A watchman's supervisory system has been established, by which from 114 boxes a force of six watchmen, who make their rounds from 7 p. m. to 7 a. m., send electrical reports to recording registers in the central station of a Fire Alarm Company outside the building. Ninety-eight specially constructed fire-alarm boxes near the standpipe connections make it possible to telegraph alarm signals instantly throughout the engineer's department and the chief electrician's office. The New York City fire department may also be called from these alarm boxes connected directly with the fire department headquarters. Daily tests of the private alarm system are made. A private fire brigade, numbering 18 members, chiefly from the engineer's department, has been organized, and this divided into three watches, so that

METROPOLITAN ANNEX (PRINTING DEPARTMENT) ON TWENTY-FOURTH STREET, THE NEW MADISON SQUARE PRESBYTERIAN CHURCH (DR. CHAS. H. PARKHURST, PASTOR) IN THE FOREGROUND

at all times of the day and night there are men on duty who are familiar with the fire extinguishing apparatus. Drills are held each week and a complete system of records kept, with a view to increasing the efficiency of the men and maintaining the apparatus in perfect condition. Chemical fire extinguishers are placed throughout the building near the fire-alarm boxes, and the fire stations, of which there are seven on a floor, are indicated by red lights. In short, every possible step has been taken to prevent any serious fire in the Home Office.

The Metropolitan Annex

In 1903 the Printing Department had assumed such proportions that it was impossible to longer carry on the work in the main building, and the Company, in consequence, acquired a plot on the north side of Twenty-fourth Street, 75 by 100 feet, on which it erected the Metropolitan Annex.

This building, sixteen stories high, is faced with pure white Tuckahoe marble on three sides severely simple in style but designed in a manner to harmonize with the architectural treatment of the main building. It groups well, as shown in the perspective plate, not only with that building, but with the adjoining Madison Square Presbyterian Church.

One-half of the building is occupied by the Company for the Printing Department. On the second floor is located one of the District Offices which the Metropolitan maintains in Manhattan to facilitate the rapid handling of the work of the Agents. The Supply and Statistical Divisions, referred to elsewhere, are also in this building.

The Annex is connected with the basement and sub-basement of the main building by a two-story tunnel under Twenty-fourth Street.

Some Interesting Statistics of the Metropolitan Building

Size of building:	
Main portion of building	200x425x164 feet high
Tower	75x85x700 feet high
Size of Annex	75x80x216 feet high
Superficies of exterior	345,000 square feet
Including Annex	405,000 square feet
Cubical contents, including vaults (excluding courts)	16,287,934 cubic feet
Including Annex	17,850,239 cubic feet
Floor area of building (about twenty-five acres)	1,085,663 square feet
Including Annex	1,189,388 square feet
Total weight of building	170,000,000 pounds—85,000 tons
Total weight of tower	87,226,000 pounds—43,613 tons
Weight of structural steel:	
Tower	7,500 tons
Balance	8,000 tons
Total	15,500 tons
Normal weight on corner steel columns	7,500,000 pounds
Additional load due to high-wind pressure	2,900,000 pounds
Or a total load of	10,400,000 pounds
Cross sectional area of steel corner columns, sub-basement	540 square inches
Weight of basement corner columns	22 tons
Number of bricks in building, about	35,000,000
Number of barrels of cement in tower alone, over	40,000
Number of cubic yards of concrete in tower alone, about	9,000
Number of cubic feet of white marble in exterior facing (More than in any other structure in the world.)	556,000
Number of passenger elevators (thirty hydraulic, eight electric)	38
Number of freight elevators (hydraulic)	10
Number of stories in tower	50
Number of steps from first story to top of tower	1,053
Combined length of corridors	3⅝ miles
Combined height of elevator shafts	1½ miles
Storage capacity of water tanks	90,900 gallons
Storage capacity of coal vaults	4,000 tons
Horse-power boilers	3,350
Number of miles of plumbing pipe (about)	13
Total length of cables of elevators:	
Hoisting and counterweight cables	121,000 feet
Operating cables	19,000 feet
Distance traveled by elevators in one year	124,090 miles
Electric lights	30,000
Electric light fixtures	15,000
Motors (total horse-power, 707)	116
Iron conduits	800,000 feet—151½ miles
Electric light and power wire	1,000,000 feet—189 miles
Telephone and signal wire	13,000,000 feet—2,462 miles

Visitors to the Tower

About 660 feet above the sidewalk is the observation balcony of the tower, from which not only the entire city of New York, but the outlying country on Long Island, New Jersey and the Palisades of the Hudson in Westchester County may be seen; also, on clear days, an extended view of Long Island Sound and through the Narrows out to sea.

Probably no other spot of equal size in the world is visited so numerously as is this balcony. To be sure, visitors from every country go to Shakespeare's birthplace, to Westminster Abbey, to the Pyramids in Egypt, to St. Peter's in Rome, to Niagara Falls, to the great Rotunda in the Capitol at Washington, but probably no single area the size of the Metropolitan tower balcony has been the objective point of men, women and children from so many different parts of the world.

DUCHESS OF CONNAUGHT AND PRINCESS PATRICIA

Many distinguished men and women, eminent in all walks of life, have visited the balcony. Admiral TOGO of Japan, on his visit to this country in 1911, was one of those who showed the greatest interest in the broad panorama which spreads out before the visitor there.

His Royal Highness the DUKE of CONNAUGHT, the Governor-General of Canada, accompanied by members of his family and suite, was in New York City early in 1912, as the guest of WHITELAW REID, United States Ambassador to England. Mr. REID brought the distinguished party to the Metropolitan Building, and with them visited the tower. The party comprised His Royal Highness the DUKE OF CONNAUGHT, the DUCHESS OF CONNAUGHT, the PRINCESS PATRICIA, Miss EVELYN PELLY, Lady-in-Waiting; Lieutenant-Colonel H. C. LOWTHER, Secretary to His Royal

Highness; Captain H. Rivers-Bulkley, Aide-de-Camp, and Captain Beaupré. The ducal party remained half an hour on the tower, and then visited many of the rooms in the Home Office.

Visitors from all parts of the United States and Europe, who were in New York for the Hudson-Fulton celebration in October, 1909, made it a point to visit the tower. One distinguished party comprised Rear-Admiral Schroeder and Rear-Admiral Wainwright of the United States navy; Admiral Von Koester of the German navy; Sir Edward Seymour, Admiral of the fleet—then in New York waters—of the British navy; Vice-Admiral Baron di Brochetti of the Italian navy; Captain Manuel Castellanor of the Mexican navy; Captain Colenbrander of the Netherlands S. S. "Utrecht"; Captain H. G. Brand of the British Royal navy, Commander of the "Drake"; Captain Vaisseau Huguet, Commander of the French ship "La Liberté," and many other naval officers.

Up to the 1st of August, 1914, the total number of visitors to the tower exceeded 120,000—a good-sized city in themselves if they were all brought together.

A classification of visitors by states and countries for a period of about two years, shows that every portion of the civilized world was represented. It was as follows:

From the United States and its island possessions: Alabama, 377; Alaska, 62; Arizona, 75; Arkansas, 153; California, 1,749; Colorado, 619; Connecticut, 1,246; Delaware, 68; District of Columbia, 554; Florida, 393; Georgia, 841; Hawaii, 58; Idaho, 96; Illinois, 2,350; Indiana, 629; Iowa, 422; Kansas, 324; Kentucky, 602; Louisiana, 482; Maine, 472; Maryland, 639; Massachusetts, 3,860; Michigan, 1,011; Minnesota, 590; Mississippi, 177; Missouri, 992; Montana, 116; Nebraska, 308; Nevada, 42; New Hampshire, 256; New Jersey, 2,619; New Mexico, 25; New York, 15,536; North Carolina, 490; North Dakota, 77; Ohio, 2,747; Oklahoma, 215; Oregon, 261; Pennsylvania, 3,408; Philippines, 31; Porto Rico, 90; Rhode Island, 502; South Carolina, 488; South Dakota, 104; Tennessee, 538; Texas, 1,036; Utah, 330; Vermont, 298; Virginia, 916; Washington, 521; West Virginia, 304; Wisconsin, 388; Wyoming, 58; United States navy, 7.

From foreign countries: Argentine, 43; Armenia, 4; Africa, 47; Austria, 152; Australia, 228; Bavaria, 1; Belgium, 45; Brazil, 34; Bermudas, 12; Bohemia, 1; Bulgaria, 1; Canary Islands, 3; Canada, 2,877; Cuba, 256; Central America, 41; China, 87; Chili, 53; Ceylon, 3; Denmark, 95; England,

1,312; Egypt, 37; France, 403; Finland, 73; Germany, 774; Greece, 2; Greenland, 1; Hungary, 6; Holland, 122; India, 38; Ireland, 132; Italy 135; Japan, 281; Java, 4; Jamaica, 11; Korea, 3; Mexico, 224; New Zealand, 94; Norway, 48; Nova Scotia, 13; Palestine, 2; Peru, 32; Panama, 63; Portugal, 8; Persia, 2; Russia, 43; Siam, 3; Spain, 77; Scotland, 356; South America, 122; Switzerland, 67; Sweden, 96; Syria, 4; Servia, 4; Turkey, 30; Tasmania, 1; Uruguay, 3; Venezuela, 3; Wales, 1; West Indies, 36. Total, 59,201.

Basement Seen from Observation Gallery

In the basement is the mechanical end of the business—heating, lighting, carpentry, plumbing, painting and masonry, all in the hands of competent mechanics who devote their entire time to the Metropolitan.

From the arcade a short flight brings visitors to the Observation Gallery, a platform entirely surrounded by plate glass, permitting a fair view of the main Engine Room, with its working units; but it requires a survey of the other portions to form a proper conception of the plant in the aggregate.

The Boiler Room

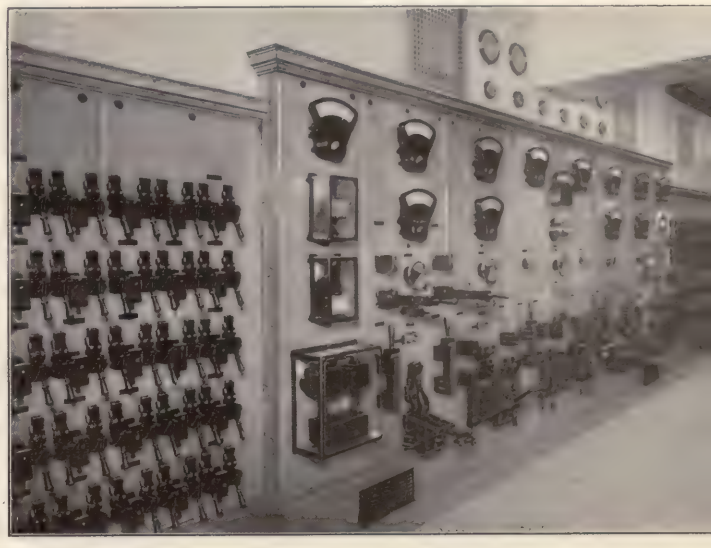
The Boiler Room, with its generators of 3,000 horse-power capacity, embodies the latest practice in the selection of type, each unit being equipped with superheaters of the individual class.

Furnace management receives attention by a continuous record of analysis of the flue gases, each observation being recorded on a chart in plain view of the stokers, showing at all times the measure of efficiency of the fuel in its process of generating steam for the entire plant.

Daily records are kept of all the composite features connected with the various services and the power demanded for each The plant, in its administrative workings, has kept pace with the recognized methods

of recording amounts, data and all necessary information pertaining to a department of this class and magnitude.

The workings of the entire plant are graphically shown on a large board, with colored lines to distinguish each individual service. The character, extent and daily power output, together with its relation to the coal pile, is interestingly shown.



THE SWITCHBOARD

The illustration of the main Engine Room conveys some idea of the symmetrical features of the plant. The power required for the buildings embraces the handling of enormous elevator traffic, lighting, heating, ventilating, refrigerating, pneumatic and other services; also the operating of the tubular despatch of the United States mail to and from the General Post-Office and distributing stations in various parts of the city.

Among features commanding interest are the gigantic pumps, delivering a water supply at a working pressure of 800 pounds per square inch, for the operation of the elevator machines. The character of this particular service, together with the make-up of its parts to sustain the working pressure, offers an excellent example of progressive engineering, being an interesting field to the student and professional in its application to the moving parts. The accumulators, ascending and descending, with their gross weight of 760

BOARD IN CHIEF ENGINEER'S ROOM WITH DAILY RECORD OF EACH INDIVIDUAL SERVICE

tons, reflect the varying amount of traffic of the several groups of elevators connected to the system.

Drinking water for the employees is cooled here artificially by hydrous ammonia and then pumped to all the different rooms in the building, there being neat silver faucets with marble shelves in all the divisions, the system saving the handling of ice and the carrying of water for filling tanks.

THE ENGINE ROOM

It is planned to install an entirely new and up-to-date system of water-cooling in connection with an ice-cream-making plant for the clerks' restaurant.

A Center of Public Utility

The facilities offered by some of the rooms in the Metropolitan Building, together with the disposition on the part of those who are in control, has made the Metropolitan Building a center of utility and public service along many lines. The Assembly Hall, on the eleventh floor, with its large seating capacity, has been the scene of many gatherings, sometimes free of charge, and at other times for a merely nominal fee. The teachers of the city of New York, embraced in the membership of the Interborough Teachers' Association, have held many meetings there and discussed in convention problems affecting teaching in public schools of New York. In this room largely attended meetings in the interest of the Vacation Fund for Working Girls have been held. Here also the clergymen of New York City gathered to listen to an address on peace by the Secretary of State WILLIAM J. BRYAN. The hall is also the scene of Superintendents' Conventions, held annually, when these managers for the Company, the leading assistant and deputy superintendents and agents from all over the United States and the Dominion, gather to listen to reports on the year's business and discuss plans for the coming twelve

The Assembly Hall

months. In this hall also the Vice-President holds Triennial Conventions for the Metropolitan Territory.

In the Metropolitan Building a reception was given by the Company to delegates to the Fourth International Congress of Actuaries. Largely attended meetings from the National Civic Federation, which has its headquarters in the tower, have been held in rooms of the Company, tendered for that purpose, while in the officers' conference room, adjoining the Executive Suite on the second floor, numerous bodies have been welcomed for the discussion of worthy objects.

Girls Dancing in Assembly Room

One of the Metropolitan lunch rooms was also the scene of a notable gathering when the executive officers of the city of New York, together with the presidents of all the five boroughs and representatives of other large corporations engaged in welfare work, met in 1914 to inspect what is done by the Metropolitan and discuss plans for a system of welfare work for employees of New York City. In the tower, also, the Executive Committee of the National Life Underwriters' Association has for some years met annually as the guests of the Company.

The Home Office Building, 1914. View from the Flatiron Building

The Home Office

THE INTERIOR OF THE GREAT STRUCTURE IN WHICH THE METROPOLITAN WORK IS CARRIED ON—THE EARLIER OFFICES OF THE COMPANY—THE VAST PIECE OF MACHINERY WHICH HANDLES THE STUPENDOUS BUSINESS, TOUCHING VITALLY NEARLY EVERY STATE BETWEEN THE TWO OCEANS—THE EXECUTIVE OFFICES—THE HOME OFFICE STAFF—THE DIVISIONS IN WHICH ALL THE DETAILS OF LIFE INSURANCE AND THE COLLATERAL ACTIVITIES ARE CARRIED ON—PACIFIC COAST HEAD OFFICE.

The Home Office

THE magnitude of the Metropolitan and the astonishing rapidity of its growth are well illustrated by its experience in recent years in securing a satisfactory home. Before giving a description of the present building, a brief reference to the earlier Home Offices will be of interest.

Chartered in 1868, the first location of the Metropolitan was at No. 243 Broadway, New York City. Its offices, two in number, were on the second floor, and consisted of a small rear room for the president and a front room containing the remainder of the staff—vice-president, secretary, cashier, policy clerk and boy. The entire space occupied was not over nine hundred square feet.

First Office of the Company
243 Broadway

Two years later the business had grown sufficiently to warrant removal to larger quarters at No. 319 Broadway, where in addition to accommodations for the officers and clerical force (the latter then numbering less than a dozen) on the third floor, including a supply room 10x15, there was an office in the basement for the accommodation of the German Department.

Six years later, in 1876, having outgrown the rentable space in the Broadway building and the Company being tired of tenancy, it purchased the leasehold of the property at the corner of Park Place and Church Street. Here it was believed the Company had found a permanent home, but in the late eighties, when its business had expanded to five entire floors and was rapidly increasing, the executive realized that in the near future it would be compelled to look elsewhere for accommodations, and so it was decided to move "up-town."

A plot 125 feet by 145 feet, on the corner of Twenty-third Street and Madison Avenue, was purchased early in 1890 and a handsome

building erected, the Company reserving the entire second, third, fourth and fifth floors for its own use. The removal to it was made on April 20, 1893. The space used was believed to be ample for the Company for many years, but it became apparent that the builders had not realized the possibilities of the business, almost as soon as the rooms were ready for occupancy, and the Company was obliged to take additional space on the sixth and ninth floors, and a little later to fill the stores on the street floor with clerks.

The problem then presented was whether to part with the tenants to whom rooms had been rented on other floors of the building, or to provide additional accommodations elsewhere. It was decided to erect a new building to be devoted entirely to the business of the Company, and to remove to it the entire Home Office staff, except the Executive Division and that of the Cashier, which together occupied the second floor of the building on Twenty-third Street, the construction of the rooms occupied by those divisions being such that the space could not be economically prepared for renting.

SECOND OFFICE OF THE COMPANY
319 BROADWAY

Accordingly, land was purchased on Twenty-fourth Street in the spring and summer of 1894, diagonally to the rear of the original building, and a structure twelve stories high, covering a plot of ground containing 11,500 square feet, was erected. This was completed in October, and occupied in November, 1895. The lots on Twenty-third Street, running back to the old Academy of Design, which stood at the corner of Fourth Avenue, were purchased at about the same time as those on Twenty-fourth Street, most of them in February, 1894, although a portion was not acquired until September of that year; in fact, a small strip was not purchased until June of 1895. On this land a structure one story in height was erected, which was used for a time, and subsequently, in 1899, it was completed to the height of the original building. In June of 1899 the corner on which the Academy of Design

THIRD OFFICE OF THE COMPANY, PARK PLACE AND CHURCH STREET

stood was acquired, and in 1903 this portion of the building was completed and occupied. In 1902 and 1903 the other corner, covering one-half the width of the block between Twenty-third and Twenty-fourth Streets, was purchased, and a section of the building which completed that portion of the block to the original structure on Twenty-fourth Street was erected in 1904 and 1905. Its occupancy began May 1, 1906.

It was thought desirable to complete the building to cover the entire block. On the corner of Madison Avenue and Twenty-fourth Street stood the Madison Square Presbyterian Church. Under an arrangement with the church authorities, it removed to a new structure across the street, and on April 5, 1906, the additional land on Twenty-fourth Street to the corner of Madison Avenue was bought by the Company. On this stands the tower, which was begun shortly after the land was acquired, and was completed in 1909, although portions of the lower stories were occupied as early as May 1, 1908. This gave the Company 85,000 square feet on which the present Home Office building stands.

Before the tower was built, the Annex, in which the extensive printing plant and certain other of the Company's operations could be located, was decided upon. Ground was broken for this building in 1903, and it was completed in 1905. About sixty-five per cent. of the 25 acres of floor space in the building and the Annex is used by the Company.

For the storage of such of its records as are of value, but are not in daily use, the Company has constructed a storage building in the city of Yonkers, in Westchester County. It is built of steel, brick and concrete, with an area of 10,000 square feet on each of its two floors, and is fireproof. The danger from outside is entirely eliminated, as it stands in an acre of ground belonging to the Company, so that no other building can be placed near it. Records are transferred from the Home Office to this building from time to time, and there are attendants always on hand with telephonic communication with the Home Office so that when a particular document is needed it may be at once taken from its filing case in this storage warehouse and forwarded to the Home Office. The building is colonial in its design, and in the distance resembles a fine and extensive villa. The storage capacity will be ample here for the records of the Company for many years.

Even should the present rate of increase in business continue, there

Building for Old Records, Palmer Avenue, Yonkers, N. Y.

is slight probability that in the lifetime of the present management the Company will need more space than the three entire buildings will furnish.

The Home Office building is one of the largest and is generally conceded to be the most beautiful office building in the world, and, so far as we have knowledge, the Company's plant is the most extensive extant devoted to the business of a financial institution, and its facilities for the transaction of business and the comfort of the employees assuredly are incomparable.

Visitors are ever welcome to the Home Office, and ushers to show them through the building are always available.

While a written description of the building cannot be a full substitute for a personal inspection of its interesting features, it will perhaps convey to those unable to see the realities some little idea of the internal arrangements for handling the enormous detail pertaining to a business of such magnitude as that of the Metropolitan.

Entering the building from any side, we find ourselves in the marble arcade running the entire length of the building, and which has been already described.

Here is placed the Bureau of Information, to which all persons desiring to see the Home Office building, to communicate with employees or ask any question regarding the Company are referred. In addition to the uniformed head of the bureau, there are messengers whose sole duty it is to pilot visitors through the maze of corridors to the division of which they are in search. Here are railroad time tables and directories of various cities for the accommodation of visitors, a card index of all Home Office employees, indicating the division in which each is employed, for their ready location by visitors, and a telephone connecting with every office. For the accommodation of tenants and Home Office employees, postage stamps are here for sale.

In describing the Home Office, one method would be to start on the ground floor and follow the building through to the top from the basement. It would happen, if we should pursue this course, that divisions and sections of the Home Office work would be described out of their relations to one another and not at all in the order of their importance. We think the reader will get a better idea of the wonders of the head office work of the Company if we take up the parts in

THE MARBLE COURT, MADISON AVENUE ENTRANCE

The Marble Court as it Appeared on September 3, 1903, Decorated for the Reception Given by the Metropolitan to the Delegates to the Fourth International Congress of Actuaries

Upper View of the Marble Court

natural order, somewhat as the work is actually done, indicating as we go along the places in the building where the officers and clerks are located.

The Executive Offices

The executive offices are for the most part on the second floor. The corner room at Madison Avenue and Twenty-third Street is the President's office, and is also used by the Board of Directors and the Finance Committee. It is a splendid room, 26x36, trimmed in richly carved Santo Domingo mahogany, with a monumental mantel designed after one in the Chateau de Villeroy. Its walls are covered with leather, and the ceiling, which is of ornamental plaster, is faced with gold-leaf—in the end most economical in cost, for age improves it and it will never need any attention or repair. The furniture is heavy and beautifully carved. The Madison Avenue suite is occupied by the reception room, consultation room and Vice-President's offices; the Twenty-third Street suites, by the Second, Third and Sixth Vice-Presidents, Assistant Secretaries and Cashier, and the Twenty-fourth Street suites by the Treasurer, Comptroller, General Solicitor and Fourth Vice-President. These rooms are all trimmed with rich mahogany, and the decorations are simple. The office of the Fifth Vice-President is in the tower, on the fourth floor; that of the Secretary is on the fifth floor, near the large clerical Industrial Department office force, of which he has special charge.

In the Secretary's office we have an opportunity to see the working of the electric call system, one of the greatest "time" savers in the building. The necessities of the business require continual personal interviews, and the object of this system is the prompt summoning of a subordinate and the prevention of the loss of time consequent on attempted interviews when a superior is engaged or not in his office. Pressure of a numbered button at the desk of the party desiring the interview throws down an arrow correspondingly numbered in the room of the party to be seen and says as plainly as words, "May I interview you?" The answer is given, when the opportunity presents itself, by a similar indication and the arrow thrown back, and not a moment has been lost by an unnecessary trip sometimes from an office several minutes away.

Office of the President, Showing Executive Suite on Madison Avenue

Office of the Vice-President

The Directors' Room

The Executive Conference Room

Consultation Room, Executive Suite

The Home Office Staff

Before visiting the different divisions, a few words regarding the office staff generally will be of interest. At this time (June, 1914) the indoor staff numbers 3,659 clerks and 688 employees in the Commissary Department, Printing Division and other mechanical departments. The clerical force is made up of 2,371 women and 1,288 men. The regular hours of service are from 9 a. m. to 4.30 p. m., with thirty-five minutes for lunch. Clerks are expected to be at their desks at the opening hour and not to leave the office until the closing hour, both periods being announced automatically by electric gongs, which can be heard throughout the rooms. Clerks are fined for tardiness and for absence, but are rewarded with bonuses for prompt and regular attendance. The bonuses last year were three times the fines. Every clerk with service commencing prior to the current year receives a vacation of two weeks with pay, and this is extended so that after twenty years' service a full month's vacation is given. On Saturday the office closes at 1 o'clock; in summer at noon. Night work is avoided so far as possible, but when required, the clerks receive pay for overtime. Free medical service and medicine are furnished to any employee taken ill during business hours, and special arrangements made with physicians and hospitals for the care of those so seriously ill as to be obliged to give up work. The executive does everything it can consistently for the health, comfort and convenience of the employees.

Actuarial Division

The tenth floor is occupied by the Actuarial Division—the division upon which rests the responsibility of compiling those statistics which form the basis of all scientific life insurance and which are so constantly needed in the conduct of the business. The classifications are so varied that it is almost impossible that any question cannot be answered which might pertinently be asked. About 490 clerks—70 male and 420 female—are employed in this division, and most of the female clerks have for their principal work the handling of the cards on which it has been found necessary to record the details of the policies, instead of making the entries in books.

The male clerks are divided into two sections—Industrial and Ordinary—the latter being composed of three subsections, which

handle Ordinary, Intermediate and Special Class work respectively. On these clerks devolves the labor of collecting the data obtained from other sections of the division. Classification registers are kept, showing separately the policies issued in each calendar year since the Company commenced business, subdivided into kind of policy, age at issue, and, in most instances, race and sex. From this data a valuation is made of the reserve liability under all policies in force at the end of each quarter. It is the holding of assets to cover this reserve liability, which latter, at the end of 1913, amounted to over $396,000,000, that guarantees to policy-holders the positive payment in full of all claims that may arise in the future under their contracts. The computation of this reserve fund necessitates many thousands of distinct calculations, nearly the whole of which are made mechanically on calculating machines. These machines are great labor-savers, relieving the brain of the monotony attending repeated operations of multiplication and division, saving time and insuring accuracy. Thirty-five machines for multiplication and division, and seventy-five for addition, are in use in the Actuarial Division. It is also in these male sections of the division that are prepared most of the difficult classifications necessary to be made in order that the requirements of the Insurance Departments of the forty states where the Company does business may be met, and it is here that detailed calculations are made of all premium rates and other figures entering into the Company's policies and rate books, and of dividends and bonuses. In addition to the above, mathematical and actuarial problems of endless variety are constantly arising, demanding not only technical knowledge, but often the most searching analysis.

The women clerks are divided into the Issue, Record, Transfer, Claim, Book and Ordinary Sections.

The Issue Section receives the applications on which policies have been issued from the Policy Division each week, and a card is picked out representing each policy from specially designed cabinets, which contain printed and punched cards for every form of policy issued, at every age, practically every premium and amount of insurance, and for both white and colored lives and both sexes. The name of the insured and the agent's number are written on the cards, and after counting, they are sent to the Numbering Room, where they are stamped with the number and date of policy and the district, completing the data required for the

Card Room, Actuarial Division

many classifications. They are then compared, classified, recounted and finally arranged in numerical order by districts and sent to the Record Section, where they are filed in combination card desks. During the year 1913, 1,811,655 cards were needed for the Industrial issue, which, in order to make the various classifications and put the same in order for filing, required that these cards be handled 25 times, or the equivalent of 45,291,375 cards handled once. Schedules containing the district classifications are sent from this section each week to the Book Section, to be entered in registers, while schedules containing classifications according to age are sent to the Book Section monthly, where the various Territories—each classified separately—are combined and the resulting schedules sent to the male clerks for entry on their books. The Issue Section also does the preliminary work on revivals, picking out cards from the lapse cabinet each week from the revival applications, comparing them and checking with the schedules made out by the Policy Division. The cards are then turned over to the Record Section for continuation of the work.

The Record Section consists of eight distinct and independent Territorial units, designated Record A, Record B, etc. On this section devolves the task of keeping by districts the cards representing the policies in force. The cards are filed in combination desk and card cabinets, and to each "district clerk" are assigned a certain number of districts. The district clerks receive each week from the Policy Division schedules of all canceled policies, transfers and corrections, so that the proper cards may be taken from the district cabinets for the purpose of cancelation or transfer. In the case of transfers from one agent to another within the same district, proper notation is made on the cards, and after checking with the audit schedules, they are refiled in the district. In the case of cancelations and transfers out of district, the cards are classified according to year of issue, and each district is checked with the Policy Division schedules, thus giving an effective check to the work. The cards are then passed, together with the revival cards received from the Issue Section, to special clerks known as "classifiers," who again check the district figures, reassort the transfers according to the districts to which they are going, distribute them among the district clerks for further classification and filing, and classify the cancelations and revivals of each year's issue according to kind of policy, age, race and sex, all

of the work being carefully checked. The resulting schedules are sent to the Book Section and to the male clerks, who make such combinations as are necessary and enter the figures in their respective registers.

The clerks in the Record Section also determine from their cards those policies in each district and debit that are entitled to fifty-two weeks' bonuses—writing vouchers for the same; those entitled to the "Age 80" concession (conversion of whole life policies into endowments upon attaining that age), those which by their terms mature as endowments, and those that become fully paid up. The data thus obtained are passed over to the proper divisions for such attention as is required. This section also keeps the complicated records of policies carried under extended insurance and of those which upon non-payment of premium have automatically become paid up for reduced amounts. During 1913 the Record Section handled the equivalent of nearly 200,000,000 cards.

The routine work of the Record Section is planned so exactly that clerks have little time to accomplish more than the regular weekly work that comes to them, and this fact has made necessary the establishment of the Transfer Section, which consists of two units, Transfer A and Transfer B. This section takes care of the greater part of "total" transfers, such as opening new or consolidating old districts, or transferring part of one district to another. Concentrations and other work of a special character are also given attention here. In addition, this section makes occasional tests of the accuracy of the actuarial records, making corrections if found necessary.

The Claim Section each day receives from the Claim Division the papers connected with the death claims paid the previous day. A card is written for each claim, and from these cards numerous classifications are made to determine the character of the business in different localities, at the different ages, according to race and sex, under the various forms of policies, etc. Matured endowments and purchased policies are likewise recorded here.

In the Book Section are kept nine voluminous classification registers showing, for each district, weekly totals of the policies issued according to race and kind of policy, and the cancelations, transfers and outstanding business according to race and calendar year of issue. As previously mentioned, it is also in this section that the classifications for each individual Territory, made by the Issue Section, are combined into

a total of all Territories for use by the male clerks. In addition to the above, paid-up, lien and extended premium cards are kept in this section, and a large amount of work of a special character is done.

The Ordinary Section keeps a complete card system of Ordinary, Intermediate and Special Class policies. The system is in most respects similar to the Industrial. An additional typewritten record is kept showing the individual policies that go to make up each age group for each plan of policy in each year's issue, necessitating the use of about 400 loose leaf registers.

In 1910 the Company accepted the invitation of the Joint Committee from the Actuarial Society of America and the Association of Life Insurance Medical Directors to contribute its experience under Ordinary policies to form a part of the "Medico-Actuarial Mortality Investigation" in charge of that committee—one of the most colossal actuarial undertakings ever attempted in America. To carry out this work, a special temporary section was formed, and about 500,000 cards were written from the original applications and death claim papers. After various sortings and codings, it was found that about 200,000 cards came within the classifications desired. Special Hollerith cards and perforating machines were secured, and these cards were properly punched so as to contain the necessary details, and forwarded to the committee. This work afforded the opportunity for a more thorough analysis of the Company's mortality experience under its Ordinary policies than had ever before been attempted, so it was determined to extend the scope of the investigation for the Company's own purposes beyond that required by the committee. Duplicate Hollerith cards were punched for the 200,000 policies above mentioned, and large numbers have since been added. For the purposes of the investigation, a Hollerith sorting machine was obtained, and later a tabulating machine of the same make was added. This was the Company's first experience with the work of the Hollerith machines. Careful consideration had previously shown that they were not applicable to the general work of the division, but for this special work they were entirely suitable.

The following summary of the number of times the cards and bonus receipts were handled individually in 1913 will give an excellent idea of the enormous detail of the work in the Actuarial Division:

Issue Section	1,811,655 issue cards handled 25 times	45,291,375
Issue Section	239,840 revival cards handled 16 times	3,837,440
Record Sections	11,833,015 in force cards handled 2 to 7 times	47,328,333
Record Sections	2,515,230 transfers in district handled 12 to 15 times	30,358,778
Record Sections	1,454,259 transfers out of district handled 27 to 47 times	48,116,803
Record Sections	5,334,706 cards handled for bonuses 2 to 14 times	35,168,296
Record Sections	1,556,150 revivals, cancelations, changes, etc., handled 21 to 43 times	35,852,530
Transfer Sections	211,465 transfers out of district handled 27 times	5,709,555
Transfer Sections	654,125 cards handled for special work 1 to 25 times	8,097,721
Claim Section	162,848 death claim and matured endowment cards handled 23 to 52 times	8,213,281
Claim Section	21,517 purchased policy cards handled 19 times	408,823
Claim Section	182,362 automatic extended and free policy cards handled 1 to 59 times	5,002,821
Book Section	156,890 lien cards handled 12 to 26 times	3,255,826
Book Section	846,901 free policy cards handled 1 to 51 times	6,171,301
Ordinary Section	569,767 issue, lapses, transfers, etc., handled 24 to 79 times	28,963,862
Ordinary Section	554,488 special mortality cards handled 2 to 16 times	6,588,366
Record Sections, Transfer Sections, Male Clerks	100,875 assumption cards handled 88 times	8,877,000
Miscellaneous sortings and classifications		10,000,000
	Total handlings of cards	337,242,111
Handlings of bonus vouchers by Record Sections		25,500,000
	Total handlings of cards and bonus vouchers	362,742,111

A new system of accounting by means of Pierce perforated cards is being installed. These cards have spaces for punching fifty different sets of holes, and various combinations of these holes correspond to numbers which represent the data required. Such data as premiums and ages appear in numerical form, but code numbers have been given to each state, kind of policy and other data which do not naturally appear in numerical form.

Special machines have been and are being built to sort and tabulate the facts on the cards, according to numerous subdivisions, from the holes punched thereon. By means of the sorter, policies may be put into states, years of issue, kinds of policies or ages at issue, or into any subdivisions required. For one classification the policies canceled and restored in any month are sorted into numerical order by years of issue, with each year's issue in numerical order, by showing first the policies canceled and then the policies revived, both in numerical order.

The tabulating machine tabulates the number of policies, amount of insurance, annual premium, premium payable,—either annually, semi-annually or quarterly,—and deferred premium, according to the various subdivisions into which they are sorted; prints the detail of the classifications, as well as the totals, all the while recording restorations in red ink and cancelations in black ink. When the cards for one group

are tabulated, the machine records the totals before proceeding to tabulate the next group.

By means of this machine, classifications are made of the total business issued, canceled and revived, according to years of issue, kinds of policies and ages, and also by states and districts, by occupation, by nationality, by family history, by personal history and by numerous other subdivisions. Much more work may be completed in a shorter time than hitherto, as the sorting machine handles 150 to 200 cards a minute and the tabulating machine about 80 a minute. It is believed that these are the most complete machines for complex statistical purposes that have as yet been installed in any office.

The Agency Division

The Company's Field force consists of superintendents, deputy and assistant superintendents and agents, to the number of 12,342, and about 1,500 clerks in the district offices. As a matter of convenience the country is divided into nine Territories, including the Pacific Coast Territory, which reports direct to the Pacific Coast Head Office, mentioned elsewhere in this book. All told there are 435 districts in the United States and Canada, of which 31 are in the Pacific Coast Territory. Each of the Territories is under the supervision of a Superintendent of Agencies, the Territory of each being the same as that of the different Audit Divisions.

The Superintendents of Agencies are in effect Field superintendents on a large scale. They are responsible in their respective Territories for the Field organization and for the vigorous and successful prosecution of the business, Ordinary and Industrial. Subject to the approval of the officers, they control the appointment, transfer and promotion of agents and deputy and assistant superintendents, and district office clerks, attend to the leasing of district offices (of which there are 435), look after the bonding of Field employees, and keep superintendents, deputy and assistant superintendents informed in detail as to their record, not only by letter, but by elaborate statements sent out at frequent intervals, showing just what each staff has accomplished during a given period and for the year to date in all the features of their work. There are also kept in the Agency Division a record of all the cities, towns and villages, and the population therein of the various districts; the pedigrees of the superintendents, deputy and assistant superintendents and district

office clerks—name, age, nationality, languages spoken, social condition, and, if married, the members of the family—and a history of their entire career with the Company, a list of candidates eligible for promotion, and the names of those who are members of the Staff Savings Fund.

While the Superintendents of Agencies' headquarters are at the Home Office, they spend much of their time in the Field, visiting districts over which they have supervision, studying local conditions, observing where improvements in methods or management can be effected, meeting all the men and making their close acquaintance, having in mind the future promotion of those who are worthy of advancement, and, in general, keeping in close touch with the rank and file—the business-getters.

Frequent conferences are held by the officers with the Superintendents of Agencies collectively. At these conferences matters of small and large interest alike are freely discussed for the information of all concerned. While in general this tends toward uniformity of practice in the conduct of the business in the respective Territories, the Superintendents of Agencies are not bound down by any hard and fast rule. Suggestions made by the Field and Home Office employees are appreciatively and impartially considered. Not infrequently a Superintendent of Agencies advances a new and original idea that seems to possess merit and is not inconsistent with the established practice of the business, and permission is cheerfully accorded him to give it a trial in a particular district or in his own Territory. Some of the greatest improvements that have been effected in plans and methods, and in policy and agency contracts and otherwise, have thus had their origin.

The "Book of Comments" is a useful adjunct of this division. This book has an excellent memory and contains facts of importance bearing on the work and record of Field men. It is of use in considering applications for transfer and promotion. The good and the bad are recorded for permanent reference. When the question is asked, "Is anything recorded against this man?" no better indorsement is needed than the simple reply, "Nothing."

The Audit Division

Covering a large floor space on a part of the fifth, sixth, seventh, eighth and ninth floors, we find the Audit and Policy Divisions, which, combined, form the largest division in the Industrial Department, em-

One of the Eight Sections of the Audit Division, Industrial Department

ploying approximately 1,000 clerks; of this number about 700 are women. The division is divided into eight sections of the country corresponding to the geographical boundaries of the Agency Division.

The male clerks of the division attend to the keeping of more than 10,000 accounts with the Company's agents and Field representatives, and also a complete accounting with each branch office, showing in detail the entire business of the Company in both branches, Industrial and Ordinary.

In order to keep the accounts of the agents, etc., 403 ledgers are in active and continuous use. In addition to the letters, conducted through the medium of stenographers, an enormous amount of correspondence is taken care of by means of printed forms calling for replies from the representatives of the Company located in branch offices.

Probably the system of accounting used would amaze the average bookkeeper—it is the outcome of experience and has been built up to meet the needs of the business. It would be unsatisfactory to try and index alphabetically nearly 15,000,000 policy-holders' names (although such a plan might be used to advantage by smaller companies), and the plan of locating a policy by its number is employed. It is not infrequent to have some representative of a foreign institution spend several days studying the methods used, and even far-away Japan has sent men who have studied the Company's system diligently. A constant effort is directed toward finding better methods and promoting efficiency. Little things make a big difference when applied to a business of this size. If five minutes' time a day could be saved on the part of each clerk in this division alone, it would mean 30,000 minutes a week, or the equivalent of the work of over twelve clerks.

THE EXAMINING SECTION OF THE AUDIT DIVISION

The Examining Section of this division checks and verifies the written reports submitted upon the closing of an agency and certifies to

their correctness to the Audit Division. Agents are supplied with collection books in which to record the weekly premiums collected under each policy. Frequent examinations of these books are made and the entries therein compared with the reports submitted weekly by the respective agents. Upon request, agents are supplied with new collection books to replace old ones, and by a simple but complete card index the prompt return of the old book is followed up. A discriminating selection of old collection books, as well as those in use, is made by which several hundred are examined each month, followed by such letters of criticism or commendation as may be found advisable. At the present time there are on file over 25,000 old collection books containing a detailed record of over $150,000,000, which has been collected by agents making weekly calls upon policy-holders. Considerable work of a statistical nature is done in this section for which several calculating machines are used, and various classifications published for the Field force in *The Intelligencer*—a Company paper—are prepared.

Filing Section

All the applications for insurance, correspondence, claim papers and books of record connected with the Industrial Department are filed here, as well as claim papers of the Ordinary Department.

This section has a card index of all the agents at any time in the Company's service, which contains over 310,000 cards, and another card index of every city, town and village in which its agents do business, containing over 13,700 cards. All the applications for Industrial insurance are sent to the Numbering Room in this section, to be numbered consecutively and dated by machine after having been passed by the medical examiners, and are then sent to the different Policy Divisions where the policies are written.

The applications are finally sent to this section again to be placed on file, arranged in numerical order. The number at present in the files exceeds 45,000,000—any one of which can be obtained at a moment's notice by furnishing the policy number.

The clerks in this section take from the filing boxes, for changes of various kinds, about 95,000 applications per week, and refile them again, in addition to filing those for the new policies—handling, therefore, nearly 235,000 applications per week.

All the ledgers in which accounts of the agents have been kept are here on file, and number about 2,000. These being too bulky to send around the building, clerks are kept in this division to furnish particulars from the books regarding the records of former agents.

ENTS' POLICY RECORDS IN FILING SECTION CONTAINED IN 50,000 VOLUMES

There are also arranged in numerical order, papers and documents of various kinds, including millions of receipts for bonuses paid to policy-holders and paid cheques, any one of which can be produced on short notice upon receipt of a requisition.

Here, also, are on file books containing the record of every policy that at any time appeared in force in any agent's account since the Company first entered the field of Industrial insurance. The volumes, which are 12 by 18 inches in size and of 500 pages each, now number nearly 50,000, arranged in order by weeks and years and numbered consecutively.

By means of this system the tracing clerks (thirty-six in number) can locate the agency in which any policy is in force, or where, when, for what reason, and in which of the agents' accounts the policy appeared when canceled. Through this system, also, the Company has often succeeded in locating a missing relative or friend of one of its policy-holders.

To properly handle and care for these documents and books, 210 persons are employed. Employees from other divisions are not allowed in the Filing Section. Written requisition must be made for any paper or book desired, which is charged to the clerk and credited when returned.

Steel cases are used exclusively for filing, most of which are subdivided for small boxes made to fit the articles to be filed. For applications alone there are 75,000 such boxes.

The total space occupied by the Company for filing alone exceeds 60,000 square feet, and its steel filing plant is the largest in the world.

THE FILING SECTION

An Aisle of Industrial Application Files, Filing Section

The Medical Division

In this division the permanent force comprises seventy-two clerks, which number is increased to ninety by draft on the Policy Division on Mondays and Tuesdays.

In the Industrial Department policies are issued but once a week, namely, on Thursday, and the efforts of the division are directed to the promptest possible examination of Industrial applications, so that the policies may be in the agents' hands for delivery by the following Monday. Applications for insurance in the Ordinary Department and Intermediate Branch receive daily consideration, and the number of cases handled is very large. Fifteen physicians on the staff are in constant attendance examining applicants and applications, passing death claims, examining applicants for appointment in the clerical force and considering matters which arise in connection with the welfare work of the Company and attendance upon those who become ill, besides supervising the important work of the division.

The correspondence regarding the appointment, the discipline, and the retirement of medical examiners is also conducted in the Medical Division, and the records and accounts of nearly five thousand examiners are cared for. With each despatch of Industrial applications from the Field, and with every application in the Ordinary Department and Intermediate Branch, a voucher is sent to the Home Office calling for the proper fees, which is audited and credited to the examiner in the ledgers, and cheques for the total amount of credit are sent to each examiner once in three months.

THE CHEMICAL LABORATORY

In this division there are provided a rest room and dispensary, with the services of two nurses and the physicians of the division to attend to the accidents and ailments to which so large a force must necessarily be subject. The details of this work are given in another part of this volume.

THE MEDICAL DIVISION

A well-equipped laboratory for urinary analysis is located on the tenth floor, for such cases as in the judgment of the Field examiner or the Home Office require this test. The examination is chemical and microscopical, and has proven its value as an aid to the careful selection of risks. The number of employees is eight, including three physicians, and the number of specimens examined in the year 1913 was in the neighborhood of twenty thousand. Bacteriological examinations of sputum and blood tests are also made here. The laboratory is demonstrating its increased importance year by year.

Policy Division

The women clerks attend to the issue, lapse, revival and transfer of Industrial policies. When it is considered that nearly 9,000,000 transactions of this kind occur in the course of a year, which is an average of over 173,000 a week, an idea of the amount of work involved is conveyed. In addition, a great deal of other work is taken care of, such as the issuing of duplicate policies, changes in names, ages, etc. Letters are addressed to all holders of lapsed policies where payments were continued for three years or over, advising them of the Company's concessions and the benefits to which they are entitled. With over 12,800,000 Industrial policies in force the amount of work of this kind is enormous, and, of course, with the growth of the Company, constantly increasing. At the present time it takes about 6,000 dictated letters a week to care for the details of the business in this division alone.

Story of an Application

The following will give some idea of the treatment applications receive from the time they leave the agents' hands until policies are received or that slip that has blasted so many hopes—a rejection notice.

The applications are received at the Home Office direct from the Field medical examiners and delivered to the Medical Division, where the date of their receipt is immediately stamped thereon. They are then checked with the medical examiners' vouchers which accompany them, counted and passed along to clerks who separate them into two classes—those medically inspected and those medically examined.

The applications containing medical inspections—which are those for insurance of less than $300—are distributed to the fourteen sections

One of Eight Policy Divisions, Industrial Department

of the Policy Division, and these are also separated into two classes—those for new insurance and those for additional insurance. Those for new insurance are first examined, to note the doctors' recommendations, and then the ages, premiums, amounts, insurable interest, etc., are checked; any discrepancies discovered are either rectified or the applications referred to the head of a Policy Section for correspondence. Those for additional insurance are referred to other clerks, who obtain from the Filing Section the original applications for the previous insurance and then compare the two, after which both sets are returned to the regular checking clerks, who examine and check them. The applications containing medical examinations, being those for insurance of $300 and over, are handled the same way; that is, first separated into new and additional insurance cases, applications for previous policies obtained from the files, etc., excepting that the doctors' reports are passed upon by a special set of clerks before the applications are sent to the clerks in the Policy Sections for the checking of the ages, premiums, etc.

The Numbering Room

Clerks are given limited authority in approving both kinds of applications, but if there are any facts disclosed on an agent's or a doctor's report, or any unusual circumstances which a clerk has not been authorized to approve, the applications are referred to a section head or to a Home Office medical examiner, who either approves, rejects, or holds for correspondence.

Finally, all applications that are fully approved, and for which policies are to be issued, are then grouped by district offices, those for each office being arranged according to the agents' names. They are then sent to the Numbering Room, and there numbered and dated by machinery, after which they are returned to the respective Policy Sections.

The numbers assigned to all applications for additional insurance are endorsed on the applications for the first insurance. The policies and

the official schedules are then written and both carefully compared with the applications, and afterwards prepared for shipment to the various district offices. All applications are then sent to the Actuarial Division, where a separate card for each policy is written, bearing certain particulars, and, finally, they are sent to the Filing Section and there filed in numerical order.

Industrial Cashier's Division

This division, with a force of fifty-two clerks, is the clearing house for the financial transactions of the Industrial Department. Through it pass the weekly reports of the district offices with remittances to cover the collection of premiums made by the agents, and, in turn, payments to the district offices for salaries and commissions of superintendents, assistant and deputy superintendents and agents, and other necessary expenses of the districts properly chargeable to the Industrial Department.

The division is subdivided into eight Territorial sections, in conformity with the arrangement of the Agency and Audit Divisions. Each Territory has a section cashier, who is responsible for the remittances from the districts in his section, and who is assisted by two subordinate clerks, one of whom keeps a record of receipts and disbursements, and the other draws cheques and credit slips in payment of salaries and expenses pertaining to these districts.

The division also draws all cheques in payment of Industrial policy claims upon the requisition of the Claim Division. During the year 1913, 155,276 death claims and 4,066 matured endowments were paid, amounting to $20,189,288.67, including mortuary bonus additions. A force of seven clerks is required for this purpose, and to pay fees of the Company's medical examiners, the latter payment involving the drawing of about 17,000 cheques during the year. Payments of general and Home Office expenses of every character are likewise made by this division, the disbursements being allocated to the proper departments of the Company.

The number of cheques drawn in the division during 1913 for all purposes approximated 160,000, and 50,000 credits were issued for use in the weekly accounting, thereby saving the drawing of many thousand additional cheques.

The weekly pay-rolls for the Home Office employees in the Industrial Department, about 2,680 in number, are made up in this division.

THE INDUSTRIAL CASHIER'S DIVISION

THE TREASURER'S OFFICE

In recording the transactions in the Cashier's Division, 90 books of account are required, comprising 5 cash books, 8 receipts and disbursements records, 28 cheque books, 10 claim credit records, 3 ledgers, 16 daily blotters and 20 auxiliary books.

An important feature of the division is the Mailing and Filing Section, consisting of five clerks whose duty it is to handle all outgoing remittances, and to see that proper vouchers for payments are received and duly filed. This section handled a total of 300,000 forms during 1913.

The cash receipts of the division from all sources during 1913 amounted to $106,777,089.96.

The total number of cheques, drafts and money orders deposited in banks for collection was over 300,000.

Vault

The Security Vault, containing at the present time bonds and stocks of the par value of over $210,000,000, occupies a space 32 feet wide by 10 feet deep, and will afford accommodation for the safe-keeping of the Company's securities for many years to come. It is of the most approved construction, burglar and fire proof, and is further protected by a mahogany sheathing, metal lined, and electrically connected with the headquarters of a prominent protective agency, where an alarm would be instantly sounded in the event of the slightest tampering with the sheathing. The vault is never left unguarded, one of the Company's watchmen being on duty in the anteroom during the day and two at night.

The vault is supported by steel columns encased in concrete, and resting on foundations independent of the building. The outer door, of which we give a representation, weighs seven and a half tons, yet is so delicately adjusted that one person can easily swing it.

The Comptroller's Division

In the office of the Comptroller, under the general supervision of the Treasurer, is lodged the management of the real estate belonging to the Company, and of the Company's investments in bonds and mortgages. Care is taken that all mortgaged property be kept insured against loss by fire, that taxes thereon be regularly paid, and that it be ascertained through frequent reappraisals of these properties that values continue to be adequate to secure the sums loaned.

THE SECURITY VAULT

THE COMPTROLLER'S DIVISION

While loans on real estate are negotiated with the Comptroller, all must, after approval by the Treasurer, be authorized by the Finance Committee. The Company's business in this form of investment amounts to approximately $25,000,000 in amount loaned per annum.

Loans upon buildings in course of construction are an important part of the investments in the Bond and Mortgage Division. Years of experience and careful selection have enabled the Company to realize unusually high rates of interest upon such loans. Plans and specifications of proposed buildings are viséd by the Company's architect, who not infrequently suggests modifications before giving his approval. Buildings are then erected under the close inspection of the architect and his corps of assistants, and advances on loans are made only upon his certificate of work done, and that such plans and specifications have been strictly adhered to. The efficient carrying out of this practice assures buildings of high-grade construction and architectural character. Many investors in real estate, particularly in New York City, knowing the care exercised by the Company's architect, regard such properties as more attractive investments than those improved under different auspices.

The Metropolitan has taken an advanced stand in the matter of requirements making for better conditions of health and safeguarding against accidents from panic or fire to tenants and their employees in loft buildings, of which many have been erected in recent years in New York City, exacting requirements for safety beyond those contained in the building code.

Another division of the Comptroller's office is the Renting Section, which has in charge the renting and management of the Home Office properties, which includes the purchase of building supplies, the superintendence of repairs and operation of the building as respects both the portions occupied by the tenants and the clerical force of the Company.

In the Comptroller's divisions are 15 male and 4 female employees.

The Law Division

The Law Division was created October 1, 1909, and was in part an enlargement and extension of what was formerly the Law and Claims Division. In the several states of the United States and in the provinces of Canada there are statutes and insurance codes providing for the regulation and supervision of life insurance companies by public officials

which are not at all uniform in many important particulars. In the adjustment of the many questions as to the duties and powers of life insurance companies there is constant need of a wide knowledge of all these separate laws and codes. When the Law Division was created, it was placed in charge of an officer who was given the title of General Solicitor. He directs all the litigation in which the Company is interested, either in the adjustment of claims or in the business of the corporation,

The Law Library

and is the Company's general legal adviser. Under his direction the law library, which numbers about six thousand volumes, has been collected, and is now located in spacious rooms on the second floor of the Home Office. It contains complete sets of reports, decisions and statutes which in any way have a bearing on the subject of life insurance, and is rated one of the best insurance law libraries in the country. The Metropolitan has extended to such attorneys as have offices in the

Metropolitan Building the use of this library for reference purposes, and many tenants gladly avail themselves of it. The Law Division has a working force of seventeen individuals, including lawyers, clerks and stenographers.

The Claim Division

One of the most delicate of scientific instruments is the seismograph. This wonderful device, when properly placed in position, will record in this country earthquakes that happen on the other side of the globe.

The Claim Division of the Metropolitan Life Insurance Company is one of the most accurate disaster recorders extant, for within a few hours after a great accident anywhere in the country, be it by fire or flood, collision or panic, sinking land or sinking ship, the roll of those holding policies in the Metropolitan is made up, and the money for which, in most instances, calamity has made a pressing necessity is supplied to those called upon to perform the last offices for the dead.

It is interesting to note that in the Johnstown flood, before the debris of disaster had been cleared away, the Metropolitan was paying claims on account of the victims of that catastrophe, and the payments covered sixty-one Industrial policies.

Sixty-eight claims on Metropolitan policy-holders were paid as the result of the St. Louis tornado in 1896.

Eleven claims were paid as the result of the wreck of the steamboat "Portland," November, 1898, and nineteen on the lives of sailors that went down with the U. S. S. "Maine" in Havana Harbor in 1898.

Twenty-four claims were paid as the result of the Galveston flood, Texas, in 1900. Four Metropolitan policy-holders were killed in the Martinique disaster by the eruption of Mount Pelée in 1902, and thirteen in the Iroquois (Chicago) theater fire on December 30, 1903. Three of the thirty-three victims of the explosion in the U. S. S. "Missouri's" turret on April 13, 1904, were insured in the Metropolitan. Three hundred and fifty-seven death claims were paid on the lives of those burned on the excursion steamer "General Slocum," June 15, 1904. Nine claims were paid on those killed in the Emerson Shoe Factory boiler explosion, Brockton, Mass., March 20, 1905. Sixty-four claims as the direct or indirect result of the San Francisco earthquake and fire, April 18, 1906, were paid.

THE CLAIM DIVISION

Eleven of the victims of the Pennsylvania Railroad wreck at Atlantic City, N. J., October 28, 1906, and twenty-one of those lost in the sinking of the Joy Line steamer "Larchmont" in Long Island Sound on February 11, 1907, were insured in the Metropolitan.

Fifteen claims were paid upon the victims of the Monongah mine disaster in West Virginia, resulting in the death of 406 men, on December 6, 1907.

Claims under forty-two policies were paid upon thirty-four children lost in the Collingwood School disaster in the suburbs of Cleveland, Ohio, on March 4, 1908. Fire swept through the building, and 166 boys and girls and two teachers were lost in the panic that ensued. The money for these claims was in the hands of the parents the day following the terrible event.

At least sixteen Metropolitan policy-holders went down with the great steamship "Titanic" sunken at sea on April 15, 1912, on whom claims have been paid in full.

The first claim paid by any company on account of this greatest disaster of the sea in the entire history of the world, was a $1,000 policy on the life of HENRY SUTEHALL, Jr., of Buffalo, which was settled on April 19th, four days after the sad event, the claim being paid to the deceased's mother.

When the "Empress of Ireland" was sunk in the St. Lawrence River in May, 1914, twenty-five individuals, who held thirty Metropolitan policies, lost their lives. The claims were promptly paid.

The deaths in these great disasters, however, form but an infinitesimal part of the total number paid by the Metropolitan, averaging as they do between five hundred and six hundred a day. In one day the claim payments ran as high as 1,053.

The total number of claims paid in 1913, including matured endowments, was 173,516, averaging one claim for every fifty seconds of each business day of eight hours, amounting to $29,418,547.48—an average of $201.61 for each minute of each business day of eight hours, inclusive of the sums allowed as mortuary bonuses to the claimants as additional payments not called for in any way by their contracts.

The Metropolitan Life Insurance Company has offices in thirty-nine states in the United States, also in the provinces of Canada, and during the year 1913 paid claims on insured who died, not only in every

state and territory in the United States and in Canada, but also in nearly every foreign country.

It requires a force of sixty-four clerks, stenographers and typewriters to handle the death claims and complete the comprehensive mortuary records of the Company. Death claims, when properly proved, are always remitted the day the papers are received at the Home Office; in cases where a remittance would be more than one day in reaching the claimant, the payment is usually made by telegraph, and frequently in cash by the superintendents, the prompt payment of claims ever having been one of the features by which the Company has secured the confidence of the insuring public.

Not all the business in this division has, however, to do with deaths. About forty-five per cent. of the Industrial business of the Metropolitan is on the endowment plan, and maturing claims under these policies are settled through this division.

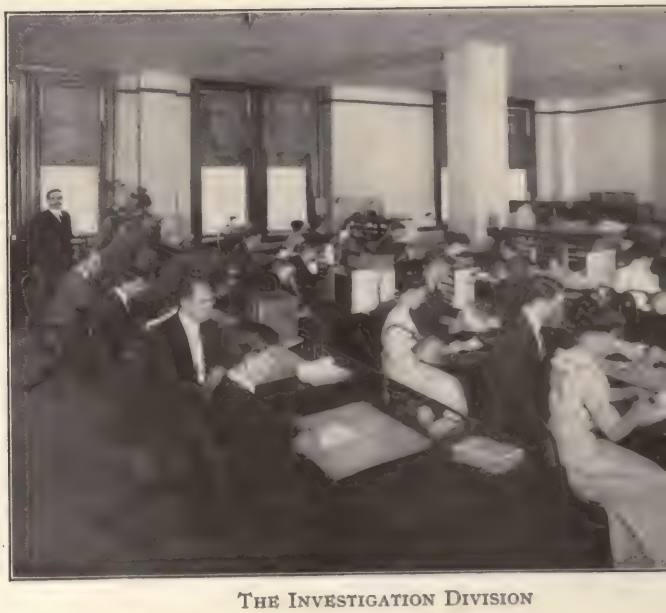
Since its organization the Metropolitan has paid 2,502,303 death claims, amounting to $317,175,636.86.

The Investigation Division

The Investigation Division, an adjunct of the Claim Division, as its name implies, takes in hand all investigations, whether of members of the Field force or of cases reported by the agents or policyholders as needing special attention. Changes of beneficiaries under Industrial policies are also handled here to the number of over 5,000 a week.

More than 2,500 letters a week leave this division, mostly in reply to inquiries as to rights and privileges of the Industrial policy-holders.

An important feature of the work of this division is the reviving annually of thousands of Industrial policies on the lives of



The Investigation Division

policy-holders resident at non-agency points. Many of these reside in foreign countries, and the entire correspondence essential to the prompt consideration of the early revival of such lapsed policies is under the supervision of this division.

All complaints or inquiries received by mail from Industrial policy-holders are also handled in this division.

Many of the cases presented for consideration entail an exhaustive inquiry by the Company's inspectors, running back in many instances through a series of years to the inception of the contract.

The work is conducted by trained investigators familiar with every phase of the business.

Seventeen outside inspectors are connected with this division, who are constantly employed in making special investigations or inspections on behalf of the Home Office. Their movements are controlled from here, and each of the important divisions is furnished daily with slips showing the location of each inspector and the work on which he is engaged.

In addition to these inspectors, there is a corps of auditors constantly employed in checking up the accounts of cashiers in the local offices, and thoroughly instructing new appointees.

Policy Surrender Division

The function of this division, in which some forty clerks are employed, is clearly indicated by its name. With the millions of Industrial policies in force, it is only natural that the calls for surrender value should be numerous, some due to inability on the part of the policy-holder to continue payment of the weekly premium and some to improvement in circumstances enabling the replacement of the weekly premium insurance with insurance either in the Ordinary or Intermediate Department, with less frequent premium payments and a corresponding saving in amount.

Every holder of a weekly premium policy, after payment of premium for five years on a policy issued prior to January 1, 1907, and if issued subsequent to that date after payment of premium for three years, is entitled, on discontinuance of payment of premium, to Paid-up or Free insurance. Under policies written since July 1, 1911, this Paid-up feature is automatic, consequently no action is needed on the part of the

policy-holder to secure his equity, but under certain earlier issues, where the policy-holder was given more than one option in the way of surrender value, he is expected to advise the Company which of the concessions he prefers. When application is made for Free or Paid-up insurance, the papers come to the Policy Surrender Division. If properly executed, they are sent to the Policy Division and the Free policy is at once forwarded to the policy-holder through the district office. The issue of Free policies averages over 2,000 a week, and there are now over 800,000 of such policies on the books of the Company.

The Company, however, does not await the pleasure of the policy-holder. Unless the application for the Free policy is received promptly after the policy is reported for lapse, a communication is sent to the policy-holder direct from the Home Office advising him of his rights to Paid-up insurance and requesting him to submit the necessary papers through the local office.

If he does not comply with this request the Company nevertheless treats the case exactly as if he had, if the policy is of an issue prior to January 1, 1907; that is, the policy is considered as in force for its Paid-up value and the amount thereof is paid on notification of the death of the insured or at the expiration of the endowment period.

Policies issued since January 1, 1907, and prior to July 1, 1911, contain a provision for automatic extended insurance. If, therefore, no other concession is applied for, the policy-holder receives his equity under this condition of the policy.

Bonus Division

On January 1, 1914, the work incidental to the crediting and recording of the payment of Industrial bonuses was consolidated into a single division, and the Bonus Division was created. It took over the work of checking the correctness of bonuses, thereby relieving the Actuarial Division of this work; the filing of vouchers, which had been attended to in the Filing Division, and correspondence which had been conducted in several divisions. The division was organized with clerks who had been transferred from the Filing Section and the Actuarial Division. Its work begins with the bonus credits after they have been checked with the agents' accounts in the Audit Division. It checks the correctness of the individual vouchers to determine the number and amounts of credit,

The Bonus Division

maintains a record of the number of bonuses and the amount paid by weeks during the year, and conducts whatever correspondence is necessary with the districts in keeping an accurate account of the entire business, seeing that all bonuses are properly and promptly credited in the premium receipt books. It also is making a permanent file of the individual bonus vouchers. There is at present filing space for approximately 60,000,000 vouchers. When it is considered that the amount of bonuses given back to Industrial policy-holders has been more than $6,000,000 a year in recent years, and that the total bonuses are more than $42,000,000, the magnitude and importance of this branch of the work will become apparent.

Home Office Account Division

On the ground floor of the Home Office are the Home Office Account, the Cashiers of the Ordinary Department and Intermediate Branch, and the Loan Division, the location being selected for the convenience of callers, a large majority of whom have business to transact with one or another of these divisions.

The Home Office Account Division

At the corner of Madison Avenue and Twenty-fourth Street is the Home Office Account Division. To this division policy-holders who have removed to places where the Company has no established agency forward their premiums. The weekly remittances received here are over 5,000 in number—cash, cheques, postage stamps, express and post-office orders. Of the latter, more than 2,500 are received each week.

Premiums are regularly received from Argentine Republic, Australia, Austria, Belgium, Bermuda, W. I.; Brazil, Canada, Cape Colony, Africa,

Chili, China, Cuba, W. I.; Denmark, England, France, Germany, Hawaiian Islands, Honduras, Hungary, Ireland, Italy, Jamaica, W. I.; Mexico, Natal, Newfoundland, New Zealand, Norway, Panama, Porto Rico, W. I.; Russia, Samoa, Scotland, Spain, Sweden, Switzerland, the Philippines, Transvaal, Turk's Island, W. I.; Wales.

THE REDUCED PREMIUM ACCOUNT DIVISION

The old charge that a life insurance company makes money out of lapses, and so encourages them, has never been true of the Metropolitan. No Metropolitan policy would ever lapse if the management could prevent it, and no effort is spared, once a policy is on the books, to keep it there. The Company believes that a business worth getting is worth keeping; that the policies that stay are the policies that pay. While the Company has representatives in over 10,000 places, policy-holders frequently move where the Company is not represented. The district in which the policy-holder formerly resided then notifies the Home Office Account Division, and a letter is sent to the policy-holder requesting him to keep his insurance in force, and giving minute directions as to the method to be pursued. If not heard from within the grace period allowed to all holders of weekly premium policies (four weeks), a second notice is sent, again urging the continuation of the policy.

Reduced Premium Account Division

An important adjunct of the Home Office Account Division is the Reduced Premium Account Division, which was created in 1911. At that time legislation had been passed in a number of states, through the request and influence of the Metropolitan, which permitted the Company to make a ten per cent. return to those Industrial policy-holders who had

paid their premiums for one year at the Home Office or at a district office. An examination showed that the statutes of other states permitted the same concession, and at the end of the year the practice had been extended to include twelve states, and a total of nearly $70,000 had been thus distributed to the policy-holders. Insurance departments and supervising officials, recognizing that this concession was in the interest of policy-holders in the states where no especial legislation had been enacted, ruled quite generally that so long as there was no discrimination this return might be made to policy-holders in their respective states. Accordingly, this division assumed a permanent place in the Home Office. Policy-holders at once realized the generosity of the Company as manifested by many letters received expressing appreciation of this return. It amounted in 1912 to more than $85,000, and in 1913 the total returns by this division had risen to more than $140,000. Families who pay their premiums weekly at the Home Office or at the district offices, are steadily increasing, and the sum returned for the current year promises to be in excess of $150,000. It is an evidence of Metropolitan liberality which tends to strengthen the bond of friendly feeling between the policy-holders and the Home Office.

Home Office Premium Payments

In the summer of 1914 a spacious room, opening from the arcade on the Twenty-third Street side of the building, was set apart for the receipt of such premium payments in the Ordinary, Intermediate and Industrial Departments as are made at the Home Office. This was done as a matter of convenience to a constantly increasing number of policy-holders. Prior to that time Ordinary premiums had been received at one place, Intermediate at another and Industrial at a third. The room now used was selected as being the most accessible and involving the least delay, discomfort and annoyance. Strangers visiting the city often find it not only convenient, but a matter of interest, to see the Home Office and with their own hands pay premiums to the Company. A large number of Industrial policy-holders, in many instances women, who bring their children to see the Home Office, prefer to pay their premiums in the big building with the tower, and the new arrangement makes it easier for them. There are eight cashiers and windows all equally accessible, and the new system is resulting in a great saving of time and energy on the part of policy-holders.

The Inquiry Office

Thousands of people call at the Home Office for information and to attend to details of business in connection with their policies. In order to meet their convenience and to insure prompt attention by the proper division or section in the Home Office, an Inquiry Office was established on the very last day of the year 1912. It opens from the arcade, and all callers on Company business may be received there, thus avoiding the necessity of visiting perhaps two or three departments before reaching the proper one. It is in effect a clearing house for callers. Here are kept sample copies of all the Company literature, and information is always available as to which particular office in the building attends to the various details of paying premiums, having bonuses credited, and the adjustment of any similar question which may arise. When it is necessary for a caller to see an officer or manager regarding a pending case, a messenger escorts the visitor to the proper person. If correspondence is needed concerning a pending case a clerk may visit the Inquiry Office, or the papers be sent there for consideration. During the first year of the operation of this bureau 25,527 individuals called on matters of business and were promptly and satisfactorily attended to.

Ordinary Filing Division

Hardly over a decade ago, the Ordinary applications and correspondence were prepared for filing by one clerk. The division now employs thirty-five clerks, and occupies a part of the first and second floors. The applications were originally bound in book form; later this was found to be impracticable, and they were then filed loose, the correspondence accompanying each application. The applications taken from file and refiled now number in the thousands daily. These do not all leave the division, as the clerks of the Filing Division give the facts or data required from the application.

Educational correspondence to the Field force and public, indexed under subject matter, and correspondence of a general nature, under district and alphabetical order, are filed here. Correspondence not immediately affecting or forming part of the application is retained for a year and then destroyed.

This division conducts the correspondence pertaining to advance payment and binding receipts, also forms of amendment to the application.

THE STENOGRAPHIC BUREAU

The Stenographic Bureau

The great number of Industrial policies in the Company's books necessitates a vast amount of correspondence, to promptly handle which requires the services of over two hundred stenographers, most of whom are located in the Stenographic Bureau, the remainder being distributed among the executive and some of the larger divisions. A clerk desiring to dictate applies to the head of the bureau by telephone or electric annunciator, and a stenographer is at once sent, who returns to the bureau to transcribe the letters, which are later distributed by messenger for signatures. The telephone is used for telegrams or short communications which would not warrant a visit of the stenographer to the office of the sender.

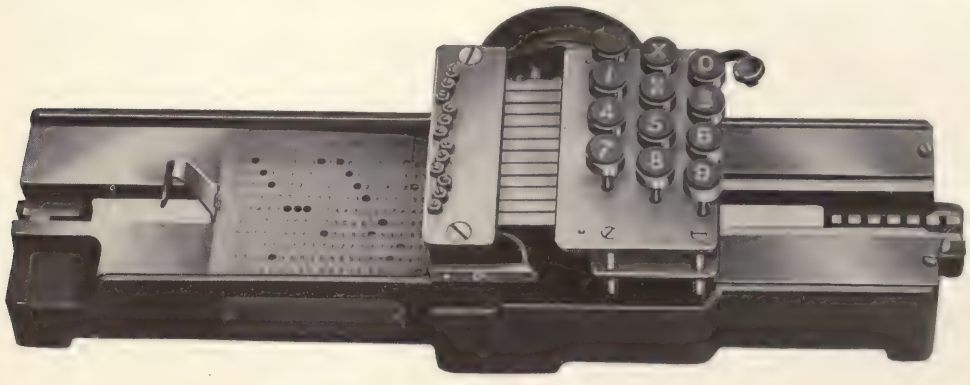
Experience has shown that more efficient service is secured at less expense by grouping the stenographers. Where individual stenographers are allotted to a clerk or division it is impossible to so regulate the correspondence that at times there will not be a dearth of work and at others more than can be promptly handled. Again, a stenographer continually taking dictation from one person or in one division cannot compare in general efficiency with one who comes in contact with many persons and with the work of many divisions.

The Statistical Bureau

The Statistical Bureau is located on the twelfth floor of the Annex. The larger portion of the clerical staff is engaged with an analysis of the Company's mortality experience, especially in relation to its social and economic aspects. The Company pays annually about 150,000 Industrial death claims. As might be expected, the claim documents contain a wealth of information which is thus made available for study. The data when placed at the disposal of the Company's officers aid them in directing the welfare activities for policy-holders, as well as in the practical administration of the business.

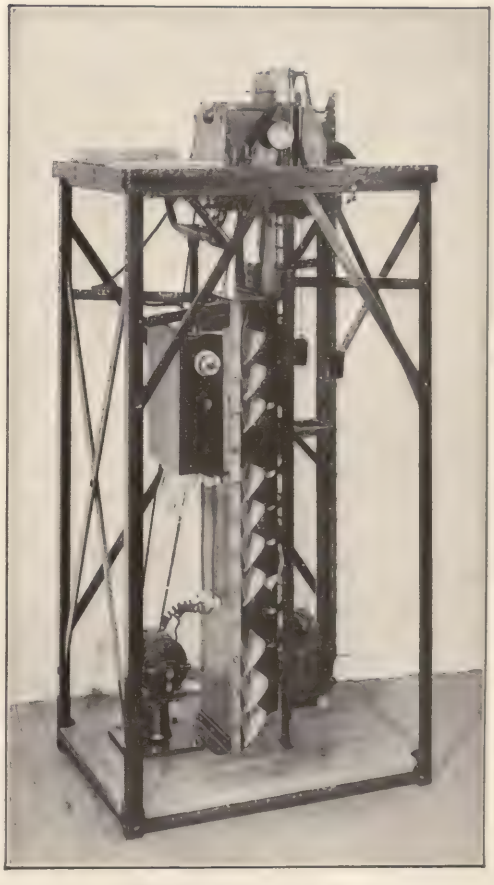
The claim papers are forwarded to the Statistical Bureau shortly after the payment of claim and after the records of the Actuarial Division have been completed. The clerks of the bureau then abstract from the claim papers information on occupation, cause of death, age, sex, color, nativity, place of death, duration of insurance and amounts paid in claims and bonuses.

The several schedules exhibiting the statistical information are prepared through the use of an ingenious electrical tabulating system. The system consists of three machines; first, a key punch; second, a sorting machine; and, third, a tabulator or counting machine. The key



THE TABULATING MACHINE

punch is operated in a manner somewhat similar to that of a typewriter. Cards are put into the machine and are then perforated in appropriate columns, each perforation being equivalent to an item of information on the claim papers. Thus, an occupation such as "cigarmaker" is represented by a perforation 72. When all the cards have been perforated they are then sorted by means of the second device. In this way, all the cards which show the same cause of death or the same occupation or the same age can readily be obtained. The third mechanism, or the tabulator, is then employed to count the cards and at the same time to give the totals for a number of other items on the cards. Thus, it is possible to obtain through one operation the number of cards that have passed through the tabulator, together with the sum of the ages and the total amounts paid in bonuses and claims. It is conservatively estimated that a set of these machines will perform as much work as a group of fifteen clerks and with greater speed and accuracy.



THE SORTING MACHINE

EXHIBIT OF CHARTS

Another group of clerks is engaged in preparing schedules analyzing the Company's nursing service experience. Each case is recorded on a separate card, which contains such items as diagnosis, length and character of treatment, duration of insurance, condition on discharge, etc. The material is prepared and tabulated through the use of the same compiling methods employed in constructing mortality statistics. The resulting schedules summarize the activity of the nursing service in the many districts where this work is now carried on by the Company.

The Statistical Bureau

Exhibits of the Company's numerous activities in welfare work are prepared in the Bureau for use at local and national meetings of various scientific societies and organizations. The most important of the recent exhibits was the one installed at the XVth International Congress on Hygiene and Demography which met at Washington in September, 1912. The Metropolitan exhibit was one of the largest at the Congress and attracted favorable attention to the active interest of the Company in industrial hygiene. This exhibit was later shown at the dedication of the new Educational Building in Albany, at the School Hygiene Congress in Buffalo, at the National Conservation Congress in Knoxville and at the International Exposition of Safety and Sanitation in New York. The Company

Medal Conferred by First International Congress of Safety and Sanitation New York, 1913

Medal Conferred by National Conservation Congress Knoxville, Tenn., 1913

received awards of merit at the last two exhibits for the excellence of the presentation of its welfare work.

The Purchasing Agent's Division

The title clearly indicates the province of the Purchasing Agent's Division. All orders for printing, stationery, furniture, etc., pass through here. Elaborate account is kept from which can readily be determined the quantity of each article purchased, the number of each form printed, when, at what cost, and what became of them. Each agency office is charged on the books here with the cost of every article sent to it. If indication is given of extravagance, an explanation is at once called for.

To give some idea of the volume of the work of this department, there were ordered for the United States and Canada during the past year approximately 140,000,000 forms, booklets, folders, calendars, etc., consuming several hundred tons of paper of grades costing from two cents to thirty-five cents per pound; envelopes of various sizes, 13,875,000; in addition to these, 2,850,000 government stamped envelopes were bought. There were purchased 600,000 blotters, 1,666 quarts of ink, 1,458 quarts of mucilage, 3,500,000 rubber bands, 216,000 steel pens, 3,690 fountain pens, 8,050 penholders, 155,800 lead-pencils, 5,000 typewriter ribbons, 675,000 sheets of carbon paper, 1,059 rulers, 16,200 erasers, 2,234,500 paper-fasteners, 4,250 rubber stamps, 2,200 pounds of pins, 1,500,000 souvenir post-cards, 4,043,900 calendars, and numberless other supplies in like quantity.

Another duty devolving upon the department is the keeping of an accurate record of all office furniture and fixtures in about nine hundred branch offices of the Company. In order that these records may be up to date, an inventory is called for from most of the districts annually; every item thereon is checked and any shortage or discrepancy immediately investigated.

During the past year there were shipped to the various offices 14,735,253 copies of *The Metropolitan*, a 12-page booklet with covers in colors, issued by the Company quarterly. Of the above, 1,081,750 were printed and distributed in the Dominion of Canada.

Editions of this paper are issued in the English, German, French, Polish, Italian, Swedish, Bohemian, Hungarian, Dutch and Danish languages.

THE SUPPLY DIVISION

The Supply Division

The Supply Division is situated on the ninth, tenth and thirteenth floors in the Annex Building. The ninth floor is devoted to the material used by the various sections and divisions of the Home Office. From the tenth floor are forwarded forms and literature used in connection with the Welfare and Nursing Service. On the thirteenth floor are stored forms used by the various branch offices. In the basement of the main building is stored the surplus or bulk stock of each of the seven thousand and more forms used by the Company, and tons of pamphlets and business literature. The number of booklets, forms, etc., shipped yearly to the branch offices exceeds 100,000,000, weighing over 678 tons, and costing about $33,000 for transportation charges.

Publication Division

In 1910 the Publication Division was created for the work implied in the name. It is in effect the editorial rooms of the *Daily Bulletin*, which is the official paper of the Home Office; of *The Intelligencer*, the Company's paper for the Field force, and of *The Metropolitan*, which is the policy-holders' magazine. Matters relating to advertising, to the furnishing of news of the Company's activities to newspapers which desire it, and the distribution of Company literature to many outside agencies are portions of the work of this division.

The Printing Department

In the year 1897 a small bookbindery was established on the eleventh floor of the Twenty-fourth Street building, it having been found extremely inconvenient to send the many forms which it was necessary to bind for preservation, outside the building, owing to the continual occasion for reference thereto. In a short time a small printing press was added; in 1899 the department moved into a room in the basement, 55x100, when two large cylinder and several job presses were added. The department having proved such a success, in 1902 it was decided to erect a building for its permanent home, and in October, 1903, as has been related, ground for the Annex was broken. The building was completed early in 1905, when one of the most complete printing and binding plants in the country was installed, occupying eight floors (40,000 square feet of space).

The equipment consists of two large rotary presses built especially for *The Metropolitan*, to print the cover in four colors and the inside in one color, paste and fold this little magazine and deliver it into a receiving box, all ready to send out, at the rate of 500 copies per minute, or 30,000 copies per hour; seven large cylinder presses (one of which is a two-color press), two rotary offset presses, and five job presses, with automatic feeders; eight job presses—hand feed; two special card presses, that take the stock from a roll and print in three colors, punch a number of holes, trim, cut off one corner of the cards and deliver them at the rate of 15,000 per hour; one special press for blank forms, which takes the stock from a roll, prints, punches, trims and delivers the finished forms at the rate of 5,000 copies per hour; one bronzing machine; two type-setting and casting machines (one of which casts job type); one electrotype saw and trimmer, two ruling machines, four cutting machines, one book trimmer, two book-sewing machines, four wire stitchers, two numbering machines, one paging machine, one indexing machine, two punching machines, one perforating machine, four folding machines, two stamping presses, one hand and one power steel-die press, one plate press, one rotary board cutter, and one book saw, each of which is equipped with the latest type of individual electric motor, and the rotary, cylinder and offset presses are controlled by the Kohler multiple push-button system. In addition to the foregoing will be found all the type, furniture, hand tools and other material that go to make up a well-equipped printing and binding establishment.

PRINTING DEPARTMENT MANAGER'S OFFICE

According to the Souvenir Bulletin printed and issued in 1897, the Company's printed matter for one year required 1,000,000 pounds of paper—from which 45,324,878 forms or circulars were printed.

During the past year the Printing Department consumed 3,218,000

The Press Room, Printing Department

Bindery, Composing Room and Job Press Room—Printing Department

pounds of paper. It required 56,601,532 impressions of the presses to use up this paper in the production of 142,556,000 forms, circulars, booklets, etc., which does not include the calendars, nor *The Metropolitans* distributed in Canada, nor large quantities of forms and other matter printed in the Dominion and on the Pacific Coast.

Each issue of *The Metropolitan* uses up a web of paper 2,134 miles long, which weighs 300,000 pounds. Ten thousand packing cases are required each year to ship *The Metropolitan* to the various district offices for distribution.

By a specially designed electrical device, the manager of the department, sitting at his desk on the sixth floor, may know at a glance what presses and machines are in operation all over the building. During the busy months there are 140 employees in the department which produces all the printing, blank books, etc., required by the Home Office and Field force, and is not only a great convenience, but a saving of many thousand dollars annually.

The Mail Division

The Mail Division is in the basement on the Twenty-fourth Street side of the building. Forty-two clerks are employed in this division. While "P. O. Box No. 1, Madison Square Station" is the designation on much of the mail matter received by the Company, as a matter of fact no mail ever reaches the box, and no post-office box ever constructed would hold a thousandth part of the Company's postal matter. Before the establishment of a branch post-office in the Metropolitan Building, the Company was obliged to have its own horse and wagon to carry mail to and from the General Post-Office, and has despatched this way in a single day fifty bags of mail matter.

In addition to the matter received through the General Post-Office, there come to the Mailing Room each day about 150 express packages containing the bulky correspondence from superintendents all over the United States and Canada. These packages vary in weight from two to fifteen pounds, and represent a quantity of matter almost equal in weight to the mail which comes in under first-class postage.

The Government has few better customers than the Metropolitan, the annual postage on its incoming and outgoing mail representing an expenditure of over $200,000.

THE MAIL DIVISION

As soon as the mail bags are received in the Mail Division, their contents are dumped on large tables and the entire force sorts it by divisions. All incoming mail from the Company's Field representatives is enclosed in envelopes bearing some special designation. In order to facilitate the rapid sorting of the mail in this division and to still further expedite the work, superintendents are furnished with enclosure envelopes, on which a lead-pencil cross or check will designate the subdivision for which the enclosure is intended. Envelopes not bearing any special designation are opened in the division, the contents rapidly scanned, and deposited in the proper basket.

The Company gave up, several years ago, the practice of making letter-press copies of correspondence; carbon copies of all correspondence are now made on the typewriter, fastened in chronological order to other correspondence on the same subject and then filed in box files, the correspondence first being noted on the Company's books in such a manner that it can readily be located at any future time.

This led, of course, to the discarding of an invention formerly used in the Mail Division—the electric dryer. When letters were copied, it was necessary to dry them before they were put in envelopes, to prevent their spoiling other mail matter, and copy books—of which 3,000 pages were used every two days—were dried in the heater, in order that the pages should not mildew.

While there may have been some misgivings at the time the practice of copying letters in a copy book was discontinued, several years' experience has shown the wisdom of the change, no case being recorded where carbon copies of Home Office letters have not been available.

Another departure from old-fashioned methods which the Company was obliged to take a few years ago was the destruction of correspondence. Up to the year 1900 every letter received at the Home Office was placed in the files; the result was such an accumulation that the Company could not provide the space necessary for the filing. Many hundred employees were set at work reading the accumulated correspondence, with instructions to destroy all unimportant letters. Under this plan over 1,000,000 letters were consigned to the waste-basket. Heads of all divisions are at the present time given authority to discriminate as to whether letters shall be filed or destroyed.

Between six and seven thousand envelopes leave the Mail Room daily, enclosing probably five times that number of special communications.

Opening from the Mail Room are two small freight elevators running continually during business hours, and used solely for carrying mail and printed matter between the different divisions. In addition to this, there is a special messenger service in operation, making half-hour trips to all sections and divisions of the building, for the collection and distribution of mail matter.

The Telephone Room

This is a complete central telephone office on a small scale. The switchboard has 429 drops, requiring five operators, and twenty trunk lines connect with the nearest central station. The head of every division, and many of the subordinate clerks, have individual telephones, in addition to which there are several general phones in each division. The daily calls average over 5,800.

THE TELEPHONE ROOM

Pneumatic Tube Station

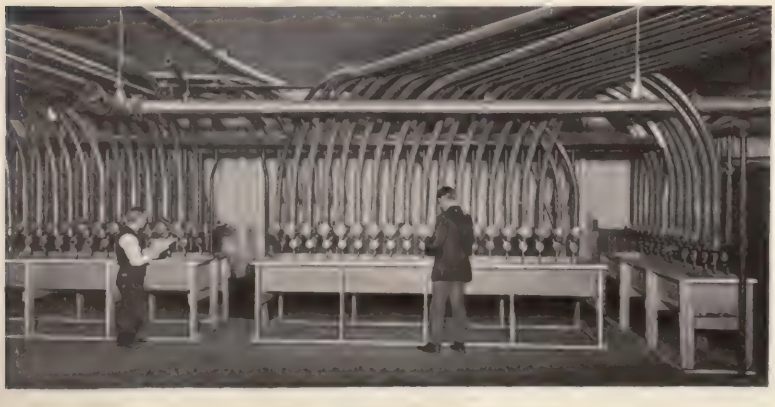
This is the center for receiving and delivering the thousands of messages that are sent between the different departments and divisions of the Company in the Home Office.

There are eighty-four pneumatic tubes in operation.

They have a combined length of over a mile. One extends under East Twenty-fourth Street into the Metropolitan Annex.

The motive power for their transmission is compressed air under a pressure of four and one-half pounds to the square inch.

About 5,000 messages pass through the tubes every day.



THE PNEUMATIC TUBE STATION

Pacific Coast Head Office

THE Metropolitan commenced business on the Pacific Coast in 1901. Realizing the difficulties attending the transaction of business with policy-holders and agents more than three thousand miles away, a fully equipped branch Home Office, in charge of an executive officer, was established at San Francisco. This office, as we believe, is the only one of its kind maintained by a life insurance company in the world. Through it all the Company's business west of the Rocky Mountains is handled without reference to the Home Office in New York.

The plan of operating a separate and local executive office to serve a distant community has proven a great success. The business on the Pacific Coast has grown so rapidly, that during 1913 the business handled by the Pacific Coast Head Office exceeded in volume that of eight-ninths of the life insurance companies doing business in the United States; its Industrial premium income is exceeded by only four Industrial insurance companies besides the Metropolitan.

On the basis of the amount of insurance in force at the end of 1913, the Pacific Coast Head Office, considered as a separate company, would stand 27th in a list of 239 life insurance companies doing business in the United States. It had insurance in force amounting to more than $103,000,000, and issued policies in 1913 for nearly $24,000,000. It paid death claims amounting to almost three-quarters of a million of dollars, and gave back bonuses to Industrial policy-holders amounting to $72,025. The premium income for the Pacific Coast Head Office for 1913 exceeded three and one-quarter millions of dollars.

In April, 1906, the disaster which overwhelmed San Francisco completely destroyed the Pacific Coast Head Office with practically all its large accumulation of original records. The loss appeared to be irreparable, especially when taken in connection with the destruction also of the district office located in another part of the city and containing duplicates of many of the records. The undaunted spirit of the people of San Francisco in the face of the great calamity is well illustrated in the action of the Company's representatives. Within seventy-two hours after the earthquake and before the fire had ceased burning, the largest floor space left intact in the city had been leased for two years

The Pacific Coast Head Office Building, San Francisco, 1914

The Pacific Coast Head Office Building with Proposed Additions

and the Pacific Coast Head Office was opened for business. Telegraphic communication with New York was opened up on the eighth day, and on the following day two special express cars left New York loaded with equipment. On the eighth day, also, payment of death claims was begun, with money secured by messenger from Los Angeles. On the fourteenth day the new equipment arrived from New York, and the office resumed, as nearly as possible, its customary course of business.

The destruction of the Pacific Coast Head Office, with its mass of invaluable records, brought sharply to the attention of the Company the necessity of possessing in San Francisco a fireproof home of its own, through which protection from future loss might be had. It was therefore decided, in 1907, to erect a building for the sole use of the Head Office.

This building is located at the northeast corner of Pine and Stockton Streets, on a lot 137½ feet square, having two main floors, and a basement, eighty feet square, and is surrounded by terraced parking. The style is severely classic, consisting of six columns in antis of the Ionic order on each of the four fronts, extending through two stories. The main entrance on Stockton Street is reached by a broad flight of steps.

The plot is a characteristic hilltop of the neighborhood, commanding an extended view of the city and bay. Taken together with the classical Greek architecture of the building, it has been aptly compared with the Acropolis.

The building is planned to meet the future growth of the Company as well as present needs. It is of the highest type of fire and earthquake proof construction, and not only a permanent landmark in the city, but undoubtedly one of the most beautiful buildings on the western side of the continent.

The Company is now enlarging the building, increasing its capacity by about two-thirds. Its general architectural features are retained in making the enlargement. The addition is in the depth and height.

Offices in Other Cities

In addition to the Home Office building, the Pacific Coast Head Office, the Metropolitan Annex and the storage house already referred to, the Company owns buildings, in which its branch offices are located, in Minneapolis, Chicago, St. Louis, Washington, Boston, Baltimore, Cleveland, Burlington, Vt., and in Ottawa and Quebec, Can.

District Office Buildings

The Character of the Metropolitan's Business

PREMIUM RATES—POLICY FORMS—PLANS OF PROTECTION—SPECIAL CONCESSIONS TO POLICY-HOLDERS—BONUSES TO POLICY-HOLDERS—CHILD INSURANCE—THE ORDINARY, INTERMEDIATE AND INDUSTRIAL DEPARTMENTS—HEALTH INSURANCE—SOME OF THE COMPANY'S SPECIAL POLICIES—THE AIM AND SPIRIT OF THE METROPOLITAN FROM THE LIFE INSURANCE STANDPOINT.

Premium Rates and Policy Forms

THE original tables of premiums in the Industrial Department were on the Whole Life plan, based on the American Experience table of mortality, with a loading deemed sufficient to pay expenses. These tables were found, after an experience of many years, to give satisfactory results only in a general way; and in September, 1887, the amounts insured for a unit of premium of five cents were changed throughout the table to conform more nearly to the mortality actually experienced. After the Company had been in the business long enough to make a safe computation, it prepared a table of mortality from its own experience during the period 1890–1894, embracing twelve million years of risk. This being accomplished by the end of 1895, the Company not only revised its Whole Life rates on the basis of the new mortality table, but prepared tables of benefits on a new plan combining life and endowment insurance, likewise computed directly from its own experience table, and put the same into operation at the beginning of 1896. Although at some ages the immediate death benefits under the new form of policy were less, yet, as the Company was able to add to these benefits the promise of definite annual additions dependent upon the persistence of the business, by the end of 1896 the Company was writing seventy-five per cent. of the infantile business upon the new plan, and over half of the adult business. The infantile table was known as "Infantile Endowment" and the adult table as "Increasing Life and Endowment." In 1897 all of the business up to age 10 and after age 59 was put upon these tables, the life tables being abrogated as to these ages. It is believed that the child's table was the most equitable one ever issued up to that time, and was not subject to the objections which have frequently been made to the insurance of children, utterly mistaken and wrong as many of these objections were.

The radical character of this change can be realized when it is stated that on these policies insuring the lives of children, while the death benefits previously given were not diminished, but rather increased, the extra reserve required December 31, 1913, under the New

York standard, on such of them as were then in force was $18,306,886; that is, the reserve was that much greater than it would have been if no change had been made in the form of infantile policies.

These new policies, both infantile and adult, enjoyed great popularity up to their discontinuance at the end of 1906.

The Company had written but one kind of insurance—Whole Life—in the Industrial Department up to 1892, when endowment policies were introduced. Fifteen-, Twenty-five- and Thirty-year Endowments were written from 1892 through 1895; adult Twenty-year Endowments, under various tables, have been issued in all years from 1892 to the present time, except 1897, 1898 and 1899; "Combination" policies were written in 1894; "Term and Endowments" from 1894 through 1906, and $500 Endowment at Age 80 policies from 1898 through 1906. In February, 1898, the remarkably liberal Young People's Twenty-year Endowment policy, which had been tried in Canada for two or three years, was put into the hands of the agents generally and proved so popular that it is still issued in large numbers.

The beginning of 1907 witnessed changes in the Company's rates that were almost revolutionary. During the year 1906 the Company had tabulated its mortality experience for the preceding ten years, representing 48,508,562 years of risk and 767,552 death claims, and from the resulting mortality table (since adopted as the legal standard for Industrial risks by the State of New York), which showed a marked decrease in mortality when compared with the earlier table previously mentioned, new premiums were computed for new forms of policies.

Public demand seemed to have changed with respect to the kind of insurance wanted, and as the Company is in business to serve the public, the new policies were framed with the view of distributing a larger amount in death benefits rather than of combining life insurance with the form of savings known as endowments. The leading table was published on the Whole Life plan, but with premiums ceasing on the anniversary of the policy succeeding age 74. Benefits were substantially larger than before, notably at the younger ages, where the increases were nothing short of startling—benefits at some periods being the same for five cents as were previously given for ten cents. In fact, discontinuance of ten-cent policies under this table was necessary in order to avoid giving insurance beyond the amounts fixed by law.

The Young People's Twenty-year Endowment policy was retained, and a new Adult Twenty-year Endowment table published. The Company had also compiled a Sub-Standard mortality table based on 5,275,163 years of risk and 93,266 death claims, the experience being derived from a poorer grade of lives than those embraced in the first table, and from this table premiums were computed for insurance on lives coming within its class and rates for endowment policies maturing at age 80, designed for such lives, were published.

The new 1907 tables were given half benefit the first six months and full benefit thereafter—a decided step in advance, and the culmination of a series of changes extending over many years in the line of increased liberality in the benefits payable during the first year of insurance. Three-cent policies—of especial value to the man with a large family and a small income—were also introduced at this time.

Recent Rates and Plans

Liberal as were the benefits under these 1907 policies, the limit had not yet been reached! In July, 1909, new tables were published, *increasing benefits about ten per cent.* on the Whole Life, Endowment at Age 80 and Adult Twenty-year Endowment tables, and it is these attractive 1909 tables that are in effect to-day.

Moreover, when the new benefits were announced, they were made retroactive to all policies issued subsequent to January 1, 1907, and many thousands of cheques, representing the difference between the old and the new benefits, were sent to beneficiaries under policies that had become claims as far back as the beginning of 1907. Settlement having previously been made in full under these policies, it is needless to say that the beneficiaries were completely taken by surprise when the second cheques came.

In April, 1909, the Company introduced the famous Convertible policy, which has since had a triumphant career. Essentially a limited payment life contract, with the premium-paying period varying from eight and one-half to a little over fifteen years, it gives the policy-holder at the end of that period the right to continue paying premiums for certain specified periods, comparatively short, thereby converting his policy into an endowment maturing, according to the length of time he may wish to continue his premiums, at ages from 35 to 70. The two

attractive features of this policy are its short premium-paying period and the fact that the insured does not have to decide between life and endowment insurance when he takes out the policy, but is enabled at a later date to adapt the plan of insurance to his then individual needs. Nearly twenty-five per cent. of the policies now being issued are on the Convertible plan.

In 1909 the Company also introduced its Life and Annuity policies, as a means of providing for old age.

It has often been pointed out that if some of the expense incident to writing new business and collecting premiums could be avoided, larger benefits could be given policy-holders. With this idea in view, the officers, in 1909, succeeded in having the anti-discrimination laws of several states amended, and published rates for Industrial policies giving benefits in excess of those regularly used, which should be available when policies should be issued on one hundred or more persons at one time and the premiums all paid to the Company by their representative in one sum. It was thought that this might prove advantageous to labor organizations, lodges, etc. The results, however, have been insignificant, and a more successful way has been devised to save money to the Industrial policy-holder who is willing to dispense with the services of the agent in collecting premiums. Since the latter part of 1911, the Company has been granting a refund of ten per cent. to all persons who have paid premiums on an Industrial policy for one year or more *direct* to the Home Office, or to one of the Company's district offices, and a clause formally providing for such refund has been inserted in policies recently issued.

In 1911 another new table was published—a Twenty-five-year Endowment, to be used for lives not up to the Company's usual standards yet not wholly uninsurable.

Non-Forfeiture Provisions

When Industrial insurance was started by the Metropolitan, its success, as already stated, was by no means assured, and it was deemed prudent, therefore, to leave special concessions in the policies to such experience as the business might develop; but after the Company had passed through the formative period and reached a position where it was abundantly able to meet every obligation and be possessed of an ample surplus besides, it was decided that the time had arrived to liberalize

the policies; and, beginning with 1892, all policies contained a clause providing for paid-up insurance after being in force five years, conditioned on age 18 having been reached. This provision was made retroactive so as to cover all existing policies but not to go into effect until January 1, 1897.

In the fall of 1893, however, when many people throughout the country were deprived of work, and therefore unable to continue the payment of premiums, the Company put this paid-up feature into immediate operation, and it has been continuously in force since that time. In July, 1894, it was made more liberal to the policy-holders by increasing the amounts, these larger amounts being made to apply also to policies issued prior to that date; and in January, 1896, it was still further liberalized by reducing the minimum age from 18 to 15. On endowments and on all policies issued since January 1, 1907, the age limit has been removed altogether.

The paid-up policies granted under Whole Life contracts issued prior to 1907 were on the term plan, covering the period known as "expectation of life." The object of this plan at the time of its adoption was to enable the Company to cancel these policies from its records at a definite time, so that the many small policies that might be forgotten and never presented for payment would not have to be carried on the books indefinitely. As time went on, however, occasional dissatisfaction arose on the part of claimants under these policies not well acquainted with their conditions, who presented claims after the policies had expired, when nothing was due under their terms.

As a more satisfactory measure, therefore, the Company in 1906 granted to lapsing policy-holders, in lieu of the paid-up privilege as it stood in their policies, the option of taking out paid-up insurance maturing as an endowment at age 80, and at the present time nearly all of the paid-ups on these old life policies are written on the latter plan. The amounts, of course, are somewhat smaller than those under the term plan.

To further conserve the interests of the holders of these paid-up term policies, a remarkable announcement was made in 1909, under which the holders, *even though the term had already expired*, were given the privilege of exchanging them for paid-up life policies for such an amount as the reserve on the original surrendered policy would have

purchased at the time the term insurance was issued. The liberality of this offer was augmented by the further announcement that the Company would consider claims, for the amount of paid-up life insurance, in cases where the insured had already died subsequent to the expiration of the term insurance.

Paid-ups on all endowment policies, up to the year 1907, were for the same proportion of the amount insured as the number of premiums paid should bear to the total premiums called for in the contract. On Infantile Endowment and Increasing Life and Endowment contracts, the paid-up clause provided that these proportionate parts should be based on the amount in benefit at the time of lapse, but in 1905 a most generous concession substituted values, in the same proportion, based on the much larger maximum or endowment amount. This concession affected about three and one-half millions of policies then in force on the plans mentioned.

At the beginning of 1907 a radical change was made in the non-forfeiture provisions in policies subsequently to be issued. Paid-up or "free policy" values were provided after *three* years, instead of five, automatic extended insurance after three years, and cash surrender values after ten years. The free policy values on Whole Life policies were made to cover the whole of life, instead of the "expectation of life" as formerly. The automatic extended insurance clause was made necessary by the new Armstrong laws. From the start, the Company thought it an unwise provision, and after a time the legislature, too, thought it unwise and amended the law. The Company availed itself of the amendment, and in July, 1911, the free policy feature was made automatic and the extended insurance clause abolished.

At the beginning of 1909, the Company manifested its generosity toward lapsing policy-holders by a substantial increase in cash surrender and free policy values. When the new tables of increased benefits came out in the middle of the same year, the free policy and cash surrender values per five cents weekly premium were naturally increased once more, being based on the larger new benefits.

Up to the year 1907 cash surrender values had not been provided, except in Special $125, $250 and $500 Twenty-year Endowment policies. The Company, however, has for many years been accustomed to grant cash values in cases of extreme need.

The Company is especially desirous that lapsing policy-holders should not neglect to avail themselves of anything due under the non-forfeiture provisions affecting their policies, and to accomplish this end, it not only makes it to the agent's financial advantage to see that these provisions are availed of, but sends a letter direct to every lapsing policy-holder entitled to non-forfeiture values, advising him of his rights under the terms of his policy and the Company's practice.

Liberal Conditions and Special Concessions

In the early years of the Company's Industrial business it was considered necessary, as a matter of precaution, to issue policies subject to certain restrictions relative to military service, occupation, suicide, death within one year from pulmonary disease, etc. Beginning with about the year 1892, however, these restrictions were gradually removed, and it has since been the constant aim of the officers to make the Industrial policy contracts as simple and liberal as possible. For many years all Industrial policies issued have contained a clause providing for incontestability after two years, except for fraud or misstatement of age, and in 1913 the period was reduced to one year.

Removal of restrictions has generally been made retroactive. When war broke out between the United States and Spain in 1898, announcement was made that all policy-holders would be free to enlist, and that claims would be promptly paid in event of death, despite restrictive clauses in many of the old policies. It was further stated that no restrictions relating to military service would be adopted affecting new policy-holders without further notice—which notice was never given. Similar treatment was accorded to Canadians enlisting in the Boer War, which followed shortly afterward.

In times of special disaster or misfortune the Company has always been willing to extend a helping hand to its policy-holders. Notable instances are the hard times of 1893, the Pennsylvania coal strike in 1902, the Fall River strike in 1905, the San Francisco earthquake in 1906, the Chelsea fire and Kentucky floods in 1908, the Bangor fire in 1911, the Omaha tornado and Ohio floods in 1913, and the Salem fire in 1914. This special aid has usually taken the form of payment of claims on policies in arrears beyond the grace period—sometimes many months—and of special privileges of reinstatement, generally without medical examina-

tion. When the Company was forced out of Texas in 1908 through ill-advised legislation, a grace of five months was granted to the Industrial policy-holders thereby affected. On many occasions of special disaster the Company has been especially prominent in relief work and has frequently made an actual cash distribution to policy-holders in acute distress.

Special effort has always been made to encourage the revival of lapsed policies, and one of the most attractive offers has been the concession, applicable to all policies issued prior to 1907, waiving the payment of arrears in cash and allowing them to stand as a lien against the policy, bearing only four per cent. simple interest. Hundreds of thousands of policies have been revived in this way.

In 1911 a further concession was put into operation allowing revival of policies not more than thirteen weeks in arrears, by payment of arrears in cash, *irrespective of the health of the insured.* In effect this almost amounts to an extension of the grace period from four to thirteen weeks.

Special attention has always been given to the prompt payment of claims—often a matter of the utmost importance to families suddenly finding themselves in need. Since February, 1898, it has been the rule to pay claims by *telegraph,* except in nearby districts, the same day that satisfactory proofs of death are received. In some districts arrangements have been made by which superintendents themselves pay claims not exceeding $300, immediately upon receipt of satisfactory proofs, subject to subsequent Home Office review.

Bonuses

The Industrial "bonuses" of the Metropolitan differ from "dividends." A dividend is a return of a portion of surplus saved and returned to the policy-holder in fulfilment of a *definite condition* in the policy contract providing for such return. Its payment is merely the carrying out of the original bargain. The Metropolitan's bonuses are *entirely voluntary* payments or credits by the Company to the policy-holder, in no way expressed or even implied when the original contract was entered upon—a free-will gift. The Company's mortality experience having improved, and the Company having been able to reduce the expense ratio, it was determined that the savings should be returned to policy-holders, and the bonuses have been the result. For a time the amounts thus paid

were called "dividends," but it finally became manifest that a distinctive term should be used, and "bonus" was adopted. The bonus may be said to be very largely a Metropolitan institution, for the purely voluntary payments of other companies are negligible in comparison. The liberality of the Company in its bonus payments is unique, and has amazed the insurance world.

By far the greater part of these bonuses has been paid in the form of premium credits. These began in 1897, when the growing surplus of the Company seemed to indicate that a distribution to policy-holders might be safely made. During the ten years 1897–1906 the holders of all Industrial policies, except those providing for guaranteed annual additions, received on the fifth and subsequent *quinquennial* anniversaries of their policies a bonus amounting to premiums for ten weeks, or about twenty per cent. of the premiums for the year. In 1907, *annual* bonuses equal to premiums for four weeks, on policies five or more years in force, displaced the quinquennial payments. This virtually doubled the bonuses. Those on short term endowments, however, were discontinued, these policies not having shown a profitable experience. In 1910 a great advance was made. A new scale provided annual bonuses varying from *five* to *twenty-six* weeks' premiums, varying with the duration of the policies. Holders of Whole Life policies attaining age 75 were granted a bonus equal to premiums for *fifty-two* weeks, conditioned only on the policies remaining in force until their next anniversary date. This 1910 offer covered the millions of Infantile Endowment and Increasing Life and Endowment policies on the Company's books, which had not hitherto shared in the bonuses because the policies were so liberal that it took a longer period to make the necessary saving. In each of the years 1911–1914 the scale has been along about the same lines as in 1910, not applicable however, to policies issued subsequent to January 1, 1907, under the extraordinarily liberal new tables of benefits under which there have been thus far no savings on the business of the period.

The Company believes that much good can be done by distributing a portion of the amount available for bonuses in the form of additions to death claims, or "mortuary" bonuses, and during the years 1906–1914 such bonuses have been paid in connection with claims on policies five or more years in force, including paid-ups, varying from five to thirty-five per cent. of the amount insured. As in the case of premium bonuses, short

term endowments and policies issued since January 1, 1907, are excluded. This mortuary bonus has varied from one to over one and a half millions of dollars yearly. Similar bonuses are also paid on maturing Increasing Life and Endowment policies.

Since the beginning of 1899 the Company has each year granted to the holders of Whole Life policies fifteen or more years in force, upon attaining the age of 80, the full amount of the policy as an endowment. The amount thus paid has exceeded a million dollars, over one-half of which was in excess of the full legal reserve on these policies.

During the years 1907–1909 all Whole Life policies attaining age 75 were made fully paid-up. In 1910 this concession was succeeded by the annual fifty-two weeks' bonuses heretofore mentioned.

During the years 1897–1905 the bonuses paid policy-holders under its various offers averaged over $600,000 yearly. In 1906 the amount was, in round figures, $1,700,000; in 1908, $2,500,000; in 1910, $4,700,000; in 1912, $5,300,000, and in 1913 it was in excess of $5,900,000. For the year 1914 the estimated amount set aside for this purpose was over $6,300,000.

The total amount of bonuses thus paid or credited to Industrial policy-holders during the years 1897–1914, *over and above any obligations expressed or implied in their policies*, will exceed FORTY-TWO MILLIONS OF DOLLARS. The additional cost of concessions in reserve liability during the past twenty years has been over FOUR MILLIONS OF DOLLARS.

Record of the Industrial Department

The development of the Industrial Department has been set forth in the historical sketch of the Company. Since the first Industrial policy was written, in 1879, this department of the Company's work has grown until the Metropolitan has become more truly than any other "the Company of the people" of the United States and Canada. The Home Office work in the Department is divided into sections and divisions, as is the case in the Ordinary Department and in the Intermediate Branch.

The machinery for promptly attending to the great mass of details, from the writing of the application to the payment of the policy when it matures, while on its face complex, is in reality very simple under the system which has been worked out. The millions of policies in force are recorded and grouped under various classifications such as age, sex, plan of insurance, premium, etc. A careful record is kept of every detail

affecting the contract between the policy-holder and the Company. Every application is available for the many branches of welfare work. Constant

EXHIBIT OF THE INDUSTRIAL POLICIES IN FORCE AT THE END OF EACH YEAR, AND OF THE INDUSTRIAL DEATH CLAIMS AND MATURED ENDOWMENTS AND BONUSES PAID DURING EACH YEAR.

YEAR	INDUSTRIAL POLICIES IN FORCE		INDUSTRIAL CLAIMS AND ENDOWMENTS PAID		RETURNS TO POLICY-HOLDERS IN CASH BONUSES OR THE EQUIVALENT THEREOF
	NUMBER	AMOUNT	NUMBER	AMOUNT	
1879	5,143	$516,618	4	$99.00	
1880	110,193	9,103,870	1,066	33,934.53	
1881	190,348	17,894,620	2,646	130,505.30	
1882	335,789	34,679,307	4,308	279,283.70	
1883	526,042	56,536,325	7,045	505,782.29	
1884	670,999	71,965,635	10,860	834,158.67	
1885	829,833	91,434,252	13,696	1,151,413.13	
1886	1,066,875	119,560,339	16,916	1,458,427.39	
1887	1,345,125	147,758,287	22,566	1,982,286.76	
1888	1,632,642	176,533,142	26,959	2,431,091.28	
1889	1,849,113	200,829,929	32,451	2,958,398.77	
1890	2,096,595	231,115,440	38,478	3,647,572.38	
1891	2,278,487	254,939,881	45,062	4,302,065.75	
1892	2,715,414	305,451,576	50,063	4,804,327.86	
1893	2,932,064	343,917,746	53,999	5,366,898.00	
1894	3,559,165	423,514,171	57,653	5,612,407.94	$40,208.00
1895	3,458,846	416,062,194	64,597	6,359,616.84	84,355.00
1896	3,643,569	454,068,004	63,632	6,605,585.06	199,148.00
1897	4,028,722	534,343,756	63,525	6,646,598.45	1,081,668.00
1898	4,317,274	591,427,272	69,254	7,210,627.27	863,801.00
1899	4,855,756	688,629,175	76,359	7,809,348.72	1,069,722.00
1900	5,327,067	768,977,676	85,870	8,702,551.83	928,389.00
1901	6,008,662	881,491,451	90,209	9,207,656.03	689,641.79
1902	6,698,291	981,676,306	95,609	9,645,380.33	670,746.50
1903	7,187,345	1,059,875,827	106,585	10,887,221.43	640,912.48
1904	7,614,729	1,127,889,229	116,419	12,197,814.54	790,077.43
1905	8,119,158	1,207,924,312	116,725	12,330,902.08	781,363.74
1906	8,487,670	1,264,684,502	121,238	12,929,022.00	1,846,587.44
1907	9,013,087	1,317,883,486	132,283	14,473,926.87	3,378,288.93
1908	9,301,001	1,334,951,425	128,604	14,398,190.21	2,876,891.64
1909	9,885,207	1,435,247,999	132,355	15,250,791.45	3,043,841.59
1910	10,465,074	1,512,599,124	146,226	16,711,846.41	4,811,479.32
1911	11,100,387	1,596,861,726	150,143	17,500,732.52	5,469,264.56
1912	11,827,419	1,694,702,238	153,217	18,120,581.70	6,100,906.90
1913	12,820,667	1,778,415,069	162,848	20,997,503.23	5,991,841.84
		Totals,	2,459,470	$263,484,549.72	$41,359,135.16

study is given to still further simplifying the handling of this business. Much of the machinery is, in form, similar to that in the Ordinary Department, although the Industrial Department is kept separate both

in the overhead charges for writing and maintaining it, and the payment of claims. For bookkeeping and record purposes it is a separate insurance company of mammoth proportions. It has a variety of policy forms suitable to the needs and means of those who require this form of insurance, and calculated for practically all ages. The growth of the Company in number and amount of policies in force, and in benefits to policy-holders, is shown in the table on the preceding page.

Child Insurance in the Legislatures

Although the system of child insurance at its inception and during its early years was discussed by the Superintendents of the Insurance Departments of the principal states, and with much favor, several attempts have been made by legislative action to prohibit insurance on the lives of children.

In 1889 a bill was introduced in the Legislature of Pennsylvania, based upon the recommendation of the Governor of the state in his previous annual message (that in turn having been based upon the recommendations of certain alleged charitably disposed people in Philadelphia), seeking to make it unlawful to insure the lives of children. The committees of the two Houses to which the bill was referred, after a hearing and due consideration, unanimously decided that no legislation was called for. Again, in 1897, similar bills were introduced into both Houses. There was a hearing before the Senate Committee of an officer of the Metropolitan. There attended with him before the committee Dr. James W. Walk, the general secretary of the Central Board of Directors of the Society for Organizing Charity of Philadephia, comprising eighteen charitable associations, and often spoken of as "The Associated Charities." Dr. Walk entered an earnest protest against the passage of the bill and spoke most eloquently in favor of Industrial child insurance. There were submitted to the Senate, also, a strong letter from J. Lewis Crew, Esq., secretary of the Pennsylvania Society to Protect Children from Cruelty, which he concluded by saying that he did not think that public policy would authorize any interference on the part of the legislature in the present system of child insurance as he apprehended it to exist; and letters from T. M. Porter, secretary and superintendent of the Western Pennsylvania Humane Society, headquarters at Pittsburgh; Mrs. L. P. Wilson, the president, in 1896, of the

Western Division of the Children's Aid Society, dated Altoona; and Mrs. F. B. REED, president, and Mrs. A. R. POWELL, secretary, of the Children's Aid Society, Clearfield County—all of which letters declare that the writers had known of no abuses arising from child insurance; and also a letter from Dr. WALK giving the substance of his oral address before the committee. The bill was earnestly debated in the Senate, and was defeated by a vote of thirty-three to ten; and, a few days after, the House bill was abandoned by its author and, upon his motion, struck from the calendar. Similar bills in 1903 and 1907 died in committee, which did not even dignify them by a hearing.

In 1890 a similar bill was introduced into the New York Legislature and was urged with great persistence by its author; but after careful consideration the Insurance Committee reported adversely. In 1902 a similar bill was killed. Meanwhile, in 1892, the legislature expressly approved of child insurance by adopting as a part of the Insurance Code the tables of benefits of the Metropolitan Life Insurance Company. In 1906 the matter was considered by the Armstrong Committee, which reported in favor of the business, and a bill introduced to prohibit child insurance was defeated.

A bill was introduced in 1891 in Massachusetts, concerning which the Insurance Commissioner, in his report, says: "During a session of the legislature of the present year an order was presented and considered by the Insurance Committee looking to the restriction of insurance upon infantile lives, and forbidding insurance on any life without the knowledge of the person insured. It was shown, however, that the companies now use every precaution to prevent the latter. It did not appear that under the practices of the companies engaging therein additional safeguards against imposition nor in the line of better public policy could well be applied to the former, and the report of the committee, 'inexpedient to legislate,' was accepted without dissent."

In 1895 the most determined effort which has ever been made in this country to restrict child insurance was undertaken in Massachusetts. It was instigated primarily by a charitable society, but other and less creditable influences made the contest severe. The taking of testimony before the joint committee occupied six weeks, and the newspapers gave it the widest publicity. This Company drove the complainants completely from their charges of child murder arising from insurance. There is

probably no state in the Union where a larger proportion of the entire population holds Industrial policies than Massachusetts, and therefore the people knew that the statements which were made in favor of the bill were either gross exaggerations or base falsehoods; and the members of the two Houses, coming in touch with their constituents, were so thoroughly convinced of the will of the people in regard to the bill, that when it came up for passage it was defeated by a vote of 149 to 23. In 1897 and 1898 similar bills were introduced, but were not pushed beyond formal hearing, on which the joint committee made adverse reports. In 1903, 1904 and 1906 bills to limit the amount of insurance on children were defeated both in committee and by a vote of the House.

The agitation of child insurance in other states has, with a single exception, met with action favorable to the business. In Ohio, in 1895, the commission appointed to prepare an Insurance Code adopted as part of the Code the same permissive provisions regarding child insurance which in 1892 were placed in the Insurance Code of New York State, referred to above. The Code failed of passage in Ohio, but a separate bill to prevent child insurance in that state failed of passage in 1896, in 1898, and also in 1900, where, after a full hearing, the senator who introduced the bill cast the only vote in its favor. The Insurance Commissioner of Illinois in 1895, and again in 1897, proposed to the legislature to enact a permissive law; and although this was not done, bills to prohibit the business were defeated in that state in 1897, 1899, 1901 and 1907. In 1897, the Insurance Commissioner of Wisconsin asked his legislature to pass a permissive law. The Insurance Commissioners of Massachusetts, Pennsylvania, New York, Ohio, New Jersey, Connecticut and Illinois wrote letters in 1899 to the Commissioner of Colorado in response to the inquiry of the last-named, in which they all took ground in favor of child insurance. The Insurance Commissioner of Colorado wrote that he did not receive a single unfavorable reply to any letter of inquiry sent out by him.

Propositions to enact obstructive legislation have been defeated in the following states: Connecticut, 1893; Tennessee, 1895 (after a full hearing), and in 1899 and 1901; Michigan, 1895, 1899, 1903 and 1905; Georgia, 1895; Delaware, 1897; Missouri, 1893, 1897, 1899, 1901 (after a hearing before the committee) and 1903; New Hampshire in 1903 (after a full hearing on both sides before the Insurance Committee, by a practically unanimous vote of nearly four hundred members), and in

1905, in 1907 and in 1913; California (unanimous vote after hearing), 1903; Indiana, 1901 and 1903; Utah, 1903; North Carolina, 1903; Wisconsin, 1901 and 1903, the latter after a newspaper discussion in which the Bishop of Fond du Lac vigorously defended and supported the business, and 1905; Virginia, 1904 and 1906; Minnesota, 1905; in the United States Congress, 1906. In Kansas, in 1911, a bill to prohibit fraternals from insuring children was defeated (this Company taking no part in the matter). Later a bill was introduced to prevent old line companies from insuring children under 15. This was defeated by a decisive vote in both Houses. In Colorado some years ago, under the governorship of Mr. WAITE, who became so notorious by his attack on President CLEVELAND, a law was enacted forbidding insurance of children. Only one company was doing the business there and its insurance in force was small. The bill was passed without giving the company a hearing, although one was sought. In 1899 the Insurance Commissioner of the state endeavored to get the law repealed. The repealer was passed by the lower House and reached the Senate but a few days before adjournment. Although a majority of the senators were in its favor, the final adjournment came before action, through the threat of a small minority to force an extra session by talking out the remainder of the session. They were aided by a ruling of the chair that a motion to adjourn was debatable, and that it was competent on such a motion to debate the question of child insurance. Whole pamphlets on the subject were sent up to the clerk to read in order to exhaust time. After thirteen hours of contest the bill was abandoned by its friends in order to save the calling of an extra session to pass other necessary bills. In this contest not only the letters from the Insurance Commissioners of Massachusetts, Pennsylvania, Ohio, Illinois, New York, New Jersey, Connecticut and Colorado favoring child insurance were used, but letters from Mrs. PLAID, a charity worker among the factory operatives of Holyoke, Mass.; the Rev. Mr. NEWTON, president of the Associated Charities of Pueblo, Col.; Rev. FATHER MALONE, editor of the Colorado *Catholic;* Secretary of the Navy LONG, sometime vice-president of the Massachusetts Society for the Prevention of Cruelty to Children, the general secretary and several agents of the Louisville, Ky., Charity Organization Society, and THOMAS T. STOKES, director of the Associated Charities of Boston, all in favor of child insurance, were used. The present Commissioner of Insurance is

in favor of permitting child insurance under the provisions of the New York and New Jersey statutes and an appropriate bill will be presented to the legislature.

The Dominion of Canada, in 1895, refused, after a long debate, to prohibit or even restrict child insurance. At an earlier date the Provincial Legislature of Ontario passed a law giving direct authority to do child insurance according to the table of benefits of one of the insurance corporations of that province; and subsequently raised this table to conform in some respects with the table of benefits of the Metropolitan Life Insurance Company of New York; and, in 1897, this law was re-enacted into the Insurance Code of Ontario. In 1908 a similar law adapted to the Metropolitan tables was submitted by the Government to and passed by the Provincial Parliament of Quebec.

In England, notwithstanding many agitations and investigations, Parliament passed an act in 1896 re-enacting the same limitations of child insurance as were enacted in 1855, forty-one years before. This fixes the limits up to the age of 10, but leaves the people free to insure their children for any amount after age 10. We believe that every agitation in England has resulted either in no action at all, or in the liberalizing rules respecting child insurance.

The results of the contests in Massachusetts, Pennsylvania and Ohio (in 1900) undoubtedly arose from the popular approval of child insurance. As three Industrial companies had in force in Pennsylvania at the time of the agitation a million and one-third of Industrial policies, and had in force in Massachusetts at the time of the agitation there half a million policies, and in Ohio, in 1900, six hundred thousand policies, it may be said that there was ample knowledge of the system of child insurance, which is an integral part of Industrial insurance, on the part of the people of these states. The fact that at the time of the agitation in England over four millions of children under ten years of age were insured there, doubtless discloses the real reason for the failure of agitation in that country against child insurance. The working people desire the privilege, and have never abused it.

The Armstrong Committee, in 1905, in its investigation of life insurance, including Industrial, invited criticisms of child insurance and received none, at least based upon any facts. The Metropolitan submitted its views. The committee considered the subject and made the following finding:

"It may be added that the committee is also without facts which would warrant the prohibition of insurance of children. Among those who, from interest in charitable work or for other reasons, have given special study to the subject, there seems to be no consensus of opinion, while the companies assert with positiveness that the neglect and injury to children which might be supposed to follow from such insurance have no existence in fact. It is urged that the insurance of children is in very small amounts and is sought more frequently to obtain indemnity against a proper burial than to derive any personal advantage for the parents. In the absence of further evidence the committee believes that legislation would be unwise."

The Armstrong law left the New York statute on the subject of child insurance—which statute is one of limitations as to amounts at various ages which had already been fixed by the Metropolitan—intact; and since the Report of the committee no attack of any moment has been made upon the system either here or abroad.

The Company's Aim—Low-cost Insurance

It will be seen that the efforts of the Company to provide low-cost insurance for the industrial classes have been directed toward the accomplishment of two distinct objects: first, to return to *old* policy-holders the unforeseen profits earned by their policies; and second, to give to *new* applicants the very largest benefits consistent with safety in the light of the Company's experience. Thus justice and fair treatment are rendered to all.

That the Company has been able to distribute bonuses on old policies and increase benefits on its newer tables has been due in part to improvement in mortality and in part to wise investment of funds and to the continued reduction of the expense ratio achieved by constant efforts in the direction of economy and efficiency. It shows that the officers have been faithful to their trust.

The Company's economies have not been accomplished at the expense of its agents. On the contrary, their average earnings have *doubled* in the last twenty years, and the personnel of the Field force has correspondingly improved. The whole secret of the Company's decreasing expense ratio is to be found in *increased efficiency* and *improved methods of administration.*

Record of the Ordinary Department

The Ordinary Department of the Metropolitan Life Insurance Company constitutes within itself a huge insurance company—a giant among the giants. During the year 1913, the Ordinary Department

produced new business, placed and paid-for, including revivals, of $230,000,000—a record equaled by only one other company.

Those who have watched the remarkable growth of the Metropolitan in recent years in connection with the lines along which it has devoted its energies in securing new business, may not have known that in the seventies and earlier it was no different from other companies then operating in writing participating policies. In those days the writing of non-participating policies was a mere incident to the general business of life insurance and cut such a negligible figure that nobody paid much attention to it. Beginning with the year 1872 and continuing through some years thereafter, the Metropolitan even joined in the competition for tontine insurance. Policies of this character that it wrote were called Reserve Endowment and Reserve Dividend policies, which provided that the first distribution of surplus would be at the end of ten years and that the cash value would be available only at a distribution period. At this time the expenses of life insurance companies were beginning to assume large proportions and the Metropolitan was not strong enough financially to maintain an active competition for new business. The record clearly shows that for a series of years prior to 1892 its energies were almost entirely devoted to conserving the interests of policy-holders already insured.

After the Industrial business had been firmly established, and it was decided to revive the Ordinary Department in 1892, there were four courses open. The great bulk of the business written by all companies at that time was on the deferred dividend plan. The Company probably would have moved along the line of least resistance if it had decided to write that form of insurance.

Another course open was to join with those companies which were writing participating policies on the annual distribution plan, that is, with the first dividend payable at the end of the second year, and annually thereafter.

The third course would have been to issue both participating and non-participating policies, as most of the companies were then doing.

The Company, however, did not adopt any of these methods, but took a strong and bold stand for the fourth plan—non-participating policies exclusively. It saw the evils of tontine insurance, which was then in the full tide of success and was building up for the leading companies

enormous amounts of insurance, of assets and of so-called surplus. The first manual issued to our men was entitled "Plain Business Policies for Plain Business Men," and after pointing out the objections to the fashionable type of insurance, proceeded: "The Metropolitan believes the time has come when the plain common-sense men who make up the bulk of the life insurance policy-holders are looking for a plain business contract. By plain business contracts we mean those that tell their whole story upon their face; which leave nothing to the imagination; borrow nothing from hope; require definite conditions and make definite promises in dollars and cents." That has been called the "Creed" of the Company and has been its platform of principles to which it has adhered.

Prior to the year 1907 most of the companies writing participating insurance also had non-participating rates, and some of the companies used rates that were so ridiculously low in competition with the agents of the Metropolitan that it became a very serious evil and received the attention of the Armstrong Investigation Committee, and the following comment was made in the report of the committee:

"The committee believes that mutual companies and stock companies chartered to transact business on the mutual plan or holding themselves out as transacting business upon this basis, should be forbidden from writing non-participating policies.

"The writing of non-participating policies by these companies must almost necessarily result in an injustice. If premiums are charged at a rate lower than the actual cost of carrying the insurance, including a fair share of expenses, it is an imposition upon the other policy-holders, who must contribute to pay the difference. If, on the other hand, the premiums are at a rate higher than that demanded by the cost of carrying the insurance, the excess is without excuse and those who take the policies are overcharged and are deprived of the returns to which they should be entitled. In short, the non-participating policy issued by a company doing business upon the mutual plan can be justified only upon the supposition that the exact results of the business can be foreseen and the premium adjusted accordingly. This, of course, is an impossibility. The business of companies conducted upon the mutual plan should be exclusively mutual."

Thus came the vindication of the Metropolitan. The Armstrong laws made further tontine or deferred dividend policies illegal, and actually adopted the Metropolitan experience as the basis for the famous Section 97 of the Armstrong amended insurance code which limits the expenses of new business for the first year. Furthermore, the state adopted the Metropolitan tables as the basis of valuation of Sub-standard and Intermediate (workingmen's $500 policies) insurance. When we review the twenty-two years of the present administration, they disclose a record

of originality, initiative and achievement unparalleled in the old-line insurance business. The twenty-two years make this exhibit:

1. A reduction of eighteen points in the expense ratio (or nearly fifty per cent.).

2. Large reduction of premium rates.

3. A most remarkable improvement in mortality, evidencing unusual skill in selection. It must be remembered that as our agents are Industrial agents and we have no general agencies, our Ordinary insurance is largely placed among the working classes. The average amount of insurance per policy ($1,400) indicates this. And yet our mortality table has been brought so far below the American Experience table as to be even below the Compound Progressive table of the New York Life Insurance Company—which is the table of its own expected experience. The comparison is noteworthy, and we are proud of it because of the long years of careful and scientific supervision the New York Life has put into the selection of its risks. In recent years nearly all of the additions to Metropolitan surplus have come out of the Ordinary Department business, and this has largely resulted from favorable mortality experience.

4. A remarkable variety in the plans of insurance offered, adapted to every need and desire of the insured. No other company does business on five mortality tables. Besides the Industrial and Sub-standard Industrial, we have in the Ordinary, in addition to the American Experience table, a Sub-standard (called Special Class) table and an Intermediate table. All of these tables have been made standards by the New York Department. Our plans include not only the Whole Life and Endowment at Age 85 and the usual Limited Payment and Endowment policies, but the Reduced Premium (where the cost at all ages is only $10 for $1,000 after 20 years), the Instalment, the Modified Endowment with Life Options (a 20-payment comparable in results with participating insurance), the Income policy and the Convertible policy. This last is upon a plan whereby the insurance becomes paid up in a comparatively few years and then becomes endowment with shortening maturities as payment of premiums continues.

5. Other novel features of the Ordinary Department are shown in subsequent pages.

When it is considered that only about twenty-two years ago this Department was reorganized on a non-participating basis, the rank

which the Company has gained among Ordinary insurance companies is a marvelous achievement, no less masterful in its way than the unprecedented triumph of the Metropolitan in the Industrial field.

From the end of 1879 to the end of 1891 the number of policies in force in the Ordinary Department fell from 7,680 to 3,153, because little effort was made to secure new policy-holders, though the interests of existing policy-holders were guarded with the utmost care. During this entire period the officers of the Company were men of one idea as to new business, not deviating in the least until that one idea had developed a healthy, vigorous, gigantic institution whose ramifications extended to every city, town and village of any importance in twenty states, and embraced with its arms of protection more than two millions of policy-holders. A new administration began, owing to the death of President KNAPP, and, as we have described above, it was decided to revive the Ordinary Department. With this object in view new rates of premium were computed, covering the ordinary forms of insurance and some special forms, but all on the stock, or non-participating, plan. The table on the following page shows the progress of the Ordinary business of the Company since 1880.

During the twelve years alluded to above the agents of the Company had devoted their entire time and attention to Industrial insurance, so that the great bulk of the Field force was like an undrilled army in the Ordinary Department, being wholly unqualified to successfully solicit this form of insurance, and unable to compete with the agents of other companies. They were unacquainted with the various plans offered by those companies, and were not very well versed in the plans offered by their own Company. This condition necessitated a "campaign of education," which was vigorously prosecuted, and with results which will be observed in the following table, beginning with the year 1892.

The record in the growth of business in the Ordinary Department since 1891 is evidence of wonderful results in the number of policies and amount of insurance, and when it is added that this business at the end of 1913 represented annual premiums amounting to more than $37,000,000 and that the reserve liability reached the enormous sum of $180,000,000, some conception can be had of the results of the labor in this Department during the twenty-two years ending with 1913.

When reorganized, the Department was modest—a clerical force of

two dozen, and an issue during 1892 of two millions insurance. The Department now has a clerical force of 821. Every labor-saving device or perfection in system that would operate to keep the clerical force within bounds has been inaugurated and successfully utilized in

YEAR	ISSUED AND REVIVED		IN FORCE DECEMBER 31ST		CLAIMS AND ENDOWMENTS PAID
	NUMBER	AMOUNT	NUMBER	AMOUNT	AMOUNT
1880	370	$399,413	6,895	$10,063,479	$251,434
1881	202	280,358	6,325	9,433,733	248,598
1882	172	215,639	5,843	8,566,445	166,236
1883	239	256,805	5,006	6,888,782	143,076
1884	242	239,292	4,448	5,692,785	142,750
1885	184	176,980	4,082	5,062,985	136,352
1886	147	150,535	3,759	4,604,351	124,415
1887	127	135,100	3,524	4,272,790	131,106
1888	185	235,435	3,379	4,067,777	121,273
1889	242	277,572	3,319	3,986,592	86,796
1890	296	321,741	3,287	3,922,486	103,950
1891	178	193,511	3,153	3,767,882	111,355
1892	1,704	2,002,641	4,446	5,316,300	96,654
1893	5,486	6,123,656	8,162	9,259,471	168,222
1894	12,326	14,099,859	15,744	17,861,196	135,545
1895	15,572	17,822,542	23,253	26,570,719	221,773
1896	16,483	16,314,767	30,835	33,097,851	360,071
1897	36,663	28,505,975	52,789	49,141,366	344,488
1898	55,189	45,058,562	82,511	74,780,578	481,316
1899	79,549	65,650,789	124,948	111,901,834	765,786
1900	94,506	85,026,924	166,990	154,900,241	1,096,572
1901	115,431	84,334,849	225,640	195,485,753	1,506,728
1902	132,964	101,812,141	278,360	237,490,121	1,709,079
1903	137,917	100,920,211	336,570	282,505,630	2,116,649
1904	178,312	131,312,194	415,177	342,535,052	2,752,293
1905	185,741	134,709,960	477,547	388,585,457	3,064,141
*1906	152,300	112,886,895	531,467	428,184,083	3,083,012
*1907	158,666	121,801,903	606,922	487,063,095	3,759,443
*1908	158,442	119,306,797	659,105	526,939,378	4,349,479
*1909	171,846	152,587,129	736,472	606,703,701	5,296,056
*1910	175,629	168,248,756	822,980	703,252,264	5,929,944
*1911	183,149	182,785,079	906,751	803,016,361	6,827,473
*1912	209,580	197,530,539	1,009,623	910,263,864	7,781,031
*1913	247,817	230,563,693	1,137,081	1,038,089,393	8,421,044
				Total,	$62,034,140

*On a "paid-for" basis.

the Ordinary Department. Even so, forces have continued to grow, and each succeeding year has left behind it its quota of increase.

The Ordinary Department contains in itself two large subdivisions —the Ordinary Department proper, where policies are issued for $1,000

and upward, and the Intermediate Branch, which issues the $500 policies that have become so popular with the better grade of industrial people. The writing of the premium receipts and notices to policy-holders, in both Ordinary and Intermediate, which was formerly done by hand, is now done on the typewriter by a system original with the Company. By one operation, the *premium receipt*, the *notice* and the *stub* for the use of the branch office are written, as well as the address on the envelope in which the notice is to be mailed. Later, this part of the work has been done on a piece-work basis instead of at a stated salary. The result has been most satisfactory, the employees have been better paid, diligence in business has been rewarded, and the Company has done it all at a less cost than under the old method. The vast number of premium receipts sent out for collection called for a new and easier method, and instead of the old system of charging by hand, billing to the district office also by hand, both are now done in one operation on the typewriter, making it absolutely impossible to bill a premium receipt to a branch office without charging it, as the one is a carbon copy of the other. Another benefit to the Company and the branch offices as well has been the new renewal card. For each policy issued, a card with duplicate is written: one for the Home Office and one for district office. By this, the district offices are all supplied with the same system, all cards written in plain type and exact duplicates of the Home Office records.

As in the Industrial Department, the work both in Ordinary and Intermediate is divided into Sections and Divisions—Application, Index, Policy, Inspection, Audit, Renewal, Cancelation, Loan, Correspondence. One of the important functions of the last-named division, and in line with the announcement elsewhere herein, that "the Metropolitan would never have a policy lapse if it could prevent it," is the addressing to the policy-holder on the lapse of his insurance of a letter, over the signature of the President, inquiring as to the reasons for giving up the insurance and urging him to revive. About $10,000,000 of insurance is revived annually this way. Through the polite solicitude of this Department, many a dissatisfied policy-holder, nursing imaginary grievances, is transformed into a loyal supporter of the Company. This division furthers one of the great aims of the Company—that of not only retaining its policy-holders, but of keeping them thoroughly satisfied.

One of the most economical and expeditious machines ever installed

has been placed in the Ordinary Department to do all the copying work of the applications (Ordinary and Intermediate), which was formerly done by hand, also to copy the memorandum of data from the renewal card, which formerly had to be done by handwriting clerks to furnish the basis for the information asked for by correspondence.

This machine is the Rectigraph Photographic Copying Machine, which was installed in 1910. It proved eminently successful, showing a substantial reduction in the cost, a great increase in the speed in turning out the work and an absolute assurance of the accuracy of the copy made.

During the year 1913, the Photographic Bureau turned out over 490,000 prints.

Provision for Total and Permanent Disability

The Metropolitan was among the first of the companies to recognize the usefulness of the disability provision as a part of the life insurance contract. At the beginning of 1912, the Company published tables of extra premiums, low in amount, providing for waiver of premiums under its Ordinary policies—exclusive of Intermediate and Special Class—in case the insured should become totally and permanently disabled before attaining age 60. The disability provision took the form of a supplementary agreement and was made optional to future applicants for insurance. Holders of existing policies, if not over 50 years of age, were also given the privilege, upon passing a satisfactory medical inspection and paying the extra premium, of having such an agreement incorporated in their contracts.

The increasing proportion of applicants for insurance who elected to have the disability provision incorporated in their policies encouraged the Company to make an announcement of remarkable liberality at the beginning of 1914. Under this announcement, policies now issued through the Ordinary Department—*including* the Intermediate Branch—on the lives of men and self-supporting women rated as 55 years of age and under, except Special Class policies, Term, Joint Life and Group policies, and policies issued under the $5,000 Whole Life table, are written with the total disability provision without the payment of any extra premium whatever. In other words, the premium now charged for insurance with the disability feature is the same as that previously charged for insurance without it. On the $5,000 Whole Life contract the disability provision is optional, as heretofore, upon payment of a small extra premium.

Not only did the announcement affect policies to be issued in the future, but the concession was also extended to existing Ordinary policies, whenever issued, except Intermediate policies and the forms excluded from the offer to new applicants; and policy-holders who had already contracted to pay extra disability premiums were relieved from such payments in the future. The sum of $300,000 was added to the Company's liability to cover the estimated immediate cost of the new offer, but it is believed that the cost is justified by the increased service rendered. Disability of an insured life, with its attendant loss of employment, may result in the inability to pay the necessary premium just when the insurance is most needed, and it is this unfortunate contingency that is guarded against by the disability provision.

Free Medical Examinations to Holders of Ordinary Policies

During the past few years much emphasis has been placed on the fact that a large proportion of the deaths in this and other countries are premature, and that a large percentage of sickness is preventable or could be mitigated by proper preventive measures. It is well known that many diseases may be successfully treated if discovered in their incipient stages, but that such discovery can be accomplished only by means of an examination by a qualified physician.

With this thought in mind, a number of public-spirited men of national reputation organized, about the beginning of 1914, the Life Extension Institute, a "self-supporting philanthropy," with headquarters in New York City, designed to serve insurance companies, business and other organizations, and individual applicants by providing for periodical medical examinations and the dissemination of helpful literature.

As soon as the Institute was organized, the Metropolitan became a subscriber, being the first Company to avail itself of its privileges, and under date of January 20, 1914, announcement was made that Ordinary policy-holders insured for $2,000 or over, who so desired, would be given periodical medical examinations free of cost, the charges of the Institute for this service to be borne by the Company. If insured for two thousand but less than three thousand dollars, the policy-holder is entitled to an examination three years after issue of policy and every third year thereafter; if insured for three thousand dollars, to an examination two years after issue and every second year thereafter; if insured for more than

ORDINARY POLICY DIVISION

three thousand dollars, examinations may be had one year after issue and annually thereafter. It is hoped that large numbers of policy-holders eligible for this privilege will take advantage of it.

In addition, leaflets covering the care of health and prevention of disease will be issued from time to time by the Institute and forwarded to the Company's Ordinary policy-holders.

The $5,000 Whole Life Policy

Any description of the Metropolitan's activities would be incomplete without reference to the $5,000 Whole Life policy issued in the Ordinary Department.

When this policy was announced in May, 1909, it created a sensation in the insurance world, and its amazingly low premiums not only called forth comment on the part of other companies, but elicited inquiry from some of the state insurance departments. The policy is issued on high-grade risks in amounts of $5,000 and upward, with annual premiums only. The expense loading is but one per cent., and the loan and surrender values, beginning after three years, are based on the full reserve from the start.

The theory back of this policy is that persons taking out large amounts of insurance on an annual premium basis form a class that may be expected to exhibit a rate of mortality more favorable than that of the general average of Ordinary risks, and that if this saving in mortality and the comparatively low expense for medical fees be supplemented by a limitation of commissions to a moderate sum, a company may safely issue policies on lives of this class at rates of premium considerably lower than those employed under the usual conditions. An experience of five years has confirmed the judgment of the officers in offering this policy to the public, and at the end of 1913 there were over one hundred and nine millions of dollars of insurance in force on this plan.

The policy is one of the most attractive ever put into the hands of the agents of any life insurance company, and readily makes it appeal to keen, high-grade business men who have a capacity for analysis and demand the very best life insurance that the companies can offer.

Annuities

The Company writes life annuities, a form of investment which is popular in some European countries and is increasingly so in the United

States. It is considered desirable by many who have no dependants to whom to bequeathe property and who prefer a perfectly safe and non-fluctuating investment because, from their circumstances, condition or location, they cannot attend to the details of other investments. It is believed by those who have given study to the subject that it will continue to grow as a factor in the business of life insurance companies. The rates of payment of the Metropolitan are among the most favorable offered by any company in the United States. Take as an example a male and female at age 60: For the male $1,000 will purchase an annual annuity of $97.16; semi-annual, $47.43; quarterly, $23.44. For the female, because of the different mortality experience, $1,000 will purchase $85.32 annually, $41.77 semi-annually and $20.67 quarterly.

Special Class Branch of the Ordinary Department

This class was inaugurated in 1899 for the purpose of saving to the agents and the Company business on lives which could not be accepted as standard risks.

The subject was not new and had been given careful consideration for years. There were various plans in operation, both in this and other countries, for handling such risks. The two most prominent of these plans were:

First—Rating up the age of the insured.

Second—Placing the insured in a class by themselves for the period of twenty years, the surplus, if any, derived from that class to be distributed at the end of that time; and in some cases liens were attached against the insurance.

These plans, however, require the placing of each individual risk in some particular class—either to determine how many years should be added to the actual age, or the amount of lien that would be supposed to be an adequate measure of deterioration of the risk.

This Company decided to adopt another and distinctive plan and to transact the business along the same lines that Ordinary life insurance is transacted, namely, on the broad lines of general averages; and that the same premiums and the same conditions should be imposed on those who should be accepted without attempting particularly to differentiate between the real or assumed degrees of hazard. To accomplish this result it was necessary to base the premiums on a table of mortality which

showed a sufficiently high death rate, to avoid the possibility of failure, with the proviso that, should any profit arise by reason of the rate of mortality being lower than that assumed or from other causes, a dividend could be declared to existing policy-holders.

A mortality table expressing a death rate equal to double that shown in the Actuaries' table up to age 60, and from that point gradually merging into the Actuaries' table itself, it was thought would meet the requirements, and premiums were computed on that basis with a low percentage of loading added for expenses. The Company agreed to keep a separate account of these policies and from the surplus earned, if any, to pay a dividend at the end of five years, at the end of ten years, and annually thereafter. These premiums were computed on the basis of $1,000 of insurance, and of course were higher than the Ordinary rates, particularly on all forms of life policies. The object, however, was not to charge the increased rates per $1,000 of insurance, but to adapt the amount of insurance to the published rates for *standard* risks, and so the rule of proportion was invoked to ascertain the amount of insurance that could be given for the regular published rates at all ages and all kinds of insurance. If the amount of insurance which the regular rate per $1,000 of insurance would purchase on the basis of this new table was $700, then the nominal amount of insurance was made $1,000 with a lien of $300, and this lien of $300 was to be reduced by the application of surplus as stated above. This reduction of the lien simply means that the amount of insurance is increased over the original $700. The American table of mortality doubled was substituted for the Actuaries' table of mortality doubled at the time New York State adopted the American table of mortality, and three and one-half per cent. interest, as a standard for valuation. The experience of the Company on this business has been very interesting, instructive and satisfactory. The dividends were large, the liens have been rapidly reduced and on some plans have been wiped out altogether. The cancelation of the lien on a policy results in the payment of dividends thereafter in cash, or reduction of premium. We have, therefore, the extraordinary situation in which some of the sub-standard policy-holders are getting insurance at a less cost than if they had originally received standard policies!

When by reason of the new insurance law (1906) in New York State the Company decided to go on a non-participating basis exclusively, it

was thought that the experience of the Company on these lives furnished sufficient data to construct a new table of mortality, which would serve as the basis of new calculations for premiums on non-participating policies. This was done, and it is a cause for congratulation that the experience on these policies has been satisfactory in every way. The number of policies issued is much larger than in preceding years, and the ratio of Not Taken policies has been only about one-half that experienced under the old system. This seems to indicate that there is a repugnance in the public mind against having a lien charged against the insurance.

Under the new non-participating plan the policies are not issued for a nominal sum of $1,000 carrying the amount of insurance which the regular premium for a standard risk would purchase represented by a lien, but $1,000 is the actual unit of insurance. The premiums are published and risks taken on that basis.

Record of the Intermediate Branch

Industrial insurance, by reason of the necessity of weekly collections at the homes of the insured, is expensive. Yet among the working classes there are many willing to pay premiums less frequently if they can get insurance in smaller amounts than are common with Ordinary companies. This caused the officers to give serious consideration to the question whether a considerable portion of the population not reached in canvassing either for Ordinary applications (where the minimum amount insured is $1,000 and the minimum premium $10) or in the Industrial Department, where the premiums are payable weekly, might not be reached by a form of insurance intermediate between the Ordinary and Industrial.

The Branch was the pioneer in $500 insurance, and its name, "Intermediate," has been adopted by other companies which have entered the field for business of the $500 grade. The initiation of this system by the Metropolitan was the most important step for the insurance protection of the working classes that has ever been taken, except, of course, Industrial insurance. And it is a supplement to Industrial insurance, because it cheapens the cost of the insurance of the industrial classes to those who can afford to pay quarterly.

The two important elements which entered into the discussion

Policy Division, Intermediate Branch

of the question were mortality and expense. The experience of the Company justified the assumption that the rate of mortality likely to prevail among the intermediate class of risks would be higher than among the insured in the Ordinary Department. At any rate it was not deemed wise to adopt rates based on the rate of mortality prevailing among what are generally designated as "Selected Lives"; and therefore the net premium was based on the Industrial table of mortality. As we were working in the dark on the matter of mortality experience it was deemed just, since we adopted so high a table for net premiums, to keep the business separate from the rest of the Ordinary Department and to return the savings, if any should be made, to the persistent policy-holders in the form of dividends. The first period fixed for dividends was five years, in order to be sure of our experience, and after that period it was agreed to make distribution annually.

With these considerations governing the groundwork of the scheme, tables of rates were adopted in July, 1896, with practically the same loading for expenses as that used in the Ordinary Department of the Company, on different forms of whole life and endowment policies for $500 only. The experience on the lives of persons insured under these Intermediate policies was kept separate, and from the surplus accruing dividends have been paid at the end of five years and annually thereafter.

It is evident that this plan of insurance supplied a public want, from the fact that at the end of 1913 there were 627,657 Intermediate policies in force (including paid-up policies), insuring $309,442,253 and representing an annual premium of $13,393,749.37.

It may be surmised how well the Company was able to do for policy-holders in this Branch from the dividends paid as shown in the following table:

TABLE OF DIVIDENDS PAID

1901	$10,236.92	1908	$1,018,894.63
1902	65,026.30	1909	1,366,953.00
1903	121,555.45	1910	1,568,658.34
1904	218,528.65	1911	1,738,044.90
1905	368,219.02	1912	1,484,025.42
1906	598,279.16	1913	1,490,683.67
1907	834,902.37		

The decrease in 1912 is due to the fact that no participating policies were issued after the year 1906 and therefore there were no Intermediate contracts that attained their five-year dividend period in 1912.

In ten years, as a dividend payer, it established the world's record—paying higher dividends on the great bulk of its business than any dividend-paying company.

Following is the table of issues of Intermediate by years, with amount in force and claims paid:

YEAR	ISSUED AND REVIVED		IN FORCE DECEMBER 31ST		CLAIMS AND ENDOWMENTS PAID
	NUMBER	AMOUNT	NUMBER	AMOUNT	AMOUNT
1896	5,632	$2,816,000	5,110	$2,555,000	$ 500
1897	22,764	11,382,000	20,030	10,015,000	28,487
1898	33,190	16,595,000	36,507	18,253,500	106,474
1899	48,484	24,219,688	60,848	30,402,581	190,642
1900	52,047	25,842,286	79,362	39,481,418	285,938
1901	80,519	40,006,021	121,186	60,113,512	408,288
1902	90,179	45,100,905	153,814	76,046,779	503,309
1903	92,458	45,808,069	189,873	93,670,416	656,218
1904	117,687	58,392,085	238,135	117,385,157	810,107
1905	123,591	61,294,584	278,078	136,891,215	985,685
*1906	102,608	50,773,894	315,308	155,014,312	1,101,234
*†1907	103,755	51,372,597	361,886	177,853,743	1,406,083
*1908	103,935	52,058,695	393,686	193,299,733	1,517,522
*1909	102,276	51,248,061	433,239	212,705,823	1,781,628
*1910	96,243	48,263,111	473,893	232,818,558	2,143,539
*1911	95,669	48,019,959	508,506	250,005,489	2,717,149
*1912	119,892	60,042,330	562,663	276,992,977	2,802,093
*1913	138,265	69,230,632	627,657	309,442,253	3,028,621
				Total,	$20,473,517

*On a paid-for basis.

†Plan changed to non-participating and premiums reduced, so that thenceforth business was to some extent thrown into the regular Ordinary tables.

During the year 1906 a law was passed in the State of New York prohibiting companies from writing both participating and non-participating insurance after that year. As about ninety per cent. of the business of the Metropolitan was non-participating, and the Field force had been thoroughly imbued with the soundness of the Company's policy which had brought about this record, it was decided henceforth to write non-participating insurance only. For this purpose a new mortality table was prepared from the Company's actual experience on lives in the Intermediate Branch and premiums computed thereon, with the addition of a small loading for expenses and contingencies. All policies issued through this Branch since January 1, 1907, are non-participating. In 1907 $51,500,000 of paid-for business was written and

revived in this Branch—a larger amount than ever before, reckoning on a paid-for basis. After five years' experience with this new rate, the Company felt justified in making a further decrease, which has been done, with the result that for some plans and ages the rates are the same as the Ordinary Department, and in no case any substantial increase.

Health Insurance

Under the amendment of the charter which has been described in the foregoing pages the Company contemplates collective health insurance. This is something new in this country, and statistics are wanting here sufficient to form a basis for the fixing of premiums. The Company has had two or three of its officers studying the subject abroad, and has had the advantage of actuarial statistics from those who in foreign countries have had to do with health insurance. The result is the preparation of a policy which appears in this book. What is contemplated is that contracts of insurance should be made with employers of labor for the insurance of their employees against sickness and accidental injury not arising out of or incurred in the course of employment, premiums to be paid either by the employer, or by employer and employee jointly, or by the employee alone. Accidents arising out of the nature of the employment are excluded because these are covered in most of the states by workmen's compensation laws. The intention of the Company in issuing this disability insurance is to give health insurance to working people of the United States approximately at cost, and the tables of premiums prepared after the study and consultation we have spoken of will be modified from time to time as actual experience may dictate. As reference to the policy form will show, the purpose is to provide for employees pecuniary help during disability from sickness or accident, extending in the case of permanent disability to age 65, the amount of benefits depending upon the wages of the insured and upon the length of time during which disability continues.

Welfare Work for the Home Office and Field

Co-operative Disability Insurance—Free Life Insurance—Staff Savings Fund—Free Luncheon Service—Free Medical Clinic —Free Nursing Service—Recreation Facilities—Correspondence Course for Agents and Home Office Clerks—Educational, Musical and Athletic Activities—Library—A Sanatorium for Free Treatment of Home Office and Field Employees Who Have Tuberculosis.

Welfare Work for Metropolitan Employees

These pages describe in detail several of the provisions made by the Company for the health and welfare of its employees. Without extending the description, we here catalogue the various benefits extended to the employees of the Company outside of the salaries paid:

Home Office

Free life insurance for an amount equal to one yearly salary, payable in twelve instalments.

Health Insurance—providing for sick benefits to an amount not exceeding two-thirds of the wages for a limited period, compensation thereafter decreasing, but continuing in case of permanent disability to age 65; the Company pays half the premiums.

Staff Savings Fund.

Luncheon service.

Free medical service in a clinic at the Home Office.

Free vaccination.

Dental Bureau.

Nursing Service for clerks when sick at home.

The Tuberculosis Sanatorium on Mount McGregor.

Correspondence School.

Recreation Hall.

Gymnasium.

Classes in English.

Classes in stenography.

Classes in typewriting.

Sewing Room, with instructor.

Library.

Field

Staff Savings Fund.

Free Nursing Service.

Tuberculosis Sanatorium.

Correspondence School.

Health and Disability Insurance, similar to those furnished the clerks at the Home Office, the Company paying half the premiums on condition that the members of the force have taken insurance on their lives for at least $1,000.

Co-operative Disability Insurance

On July 1, 1914, the Company put into effect, for the benefit of the Home Office force, what is believed to be the most liberal proposition ever offered by any corporation to its employees. This involves life insurance without cost to the employee for a sum equal to one year's salary and one-half the cost of a disability policy to each Home Office employee whose salary is under a certain fixed limit. No medical examinations are required for the disability or the life insurance. Under this disability insurance a weekly income is guaranteed to the employee, in the event of incapacity due to illness or accident, as a matter of contract with the Company. The weekly benefit on account of incapacity is fixed at two-thirds of the average weekly salary for the preceding six months. The benefits are divided into three periods. During the first period of twenty-six weeks, full benefit is paid; during the second period, four years and six months, one-half benefit is paid, and during the third period, running to age 65, one-quarter benefit is paid. The premiums are based on age at nearest birthday and vary from seven to thirty-three cents per month for each dollar of benefit. The same offer of disability insurance has been extended to the Field force, conditioned only on the individuals insuring their lives for the amount of a year's earnings. For this, also, no medical examination is required. Sample policies appear in the closing pages of this volume.

Staff Savings Fund

In 1900 the Company started a fund for the benefit of its employees, both in the Home Office and in the field, in the nature of a savings bank, called The Metropolitan Staff Savings Fund. Its object is the creation of a fund by each contributor which will be available for his support when, owing to age or ill health, he will be incapacitated from further labor, or for his family at his decease.

Every employee who has been in the service of the Company for over one year, and whose earnings are less than $3,000 per annum, is

permitted to deposit a limited proportion of his earnings, to which the Company adds fifty per cent. The Company agrees to invest the money and keep the accounts without expense to the members. Interest is credited to each account annually. Members may withdraw their own deposit and interest at any time, but the Company's contribution is returned only when the withdrawal is in consequence of being "incapacitated by age or ill health, or in case of death or honorable retirement from the Company's employ after twenty years of continuous service." The amounts contributed by the Company, which are forfeited in case withdrawal is for other reason than as above stated, are credited to the accounts of the persistent members less a percentage adjusted by a sliding scale, which is returned to the Company.

The present membership of the fund is more than 9,000, and the amount standing to its credit over $2,200,000. The actual rate of interest, excluding forfeitures, credited to each account during the past year was 5.30 per cent. Including forfeitures, the average rate credited to each depositor was about eight per cent. The amount paid during the year on account of death or withdrawal due to sickness was $28,818.18.

Free Luncheon Service

The Lunch Rooms, which are located on the eleventh and twelfth floors of the Twenty-fourth Street side of the building, are for the exclusive accommodation of the clerks employed by the Company.

The seating capacity of the Lunch Rooms is about 1,500, and a noon lunch is served to more than 4,000 employees, about 2,400 of whom are women. In addition, there are Lunch Rooms for division heads and for the executive officers.

In order to handle such a large number of people in a limited time, the most modern equipments for kitchen, bake-shop, serving pantries, etc., have been adopted. The kitchen, situated on the roof, is spacious, well ventilated and provided with everything that is modern for cooking purposes.

Competent judges have estimated that the luncheons served in the Metropolitan Building are more in number than those served in any café or hotel in New York City. In the aggregate, the foodstuffs used in a year are enough to feed several regiments.

In 1913 the Commissary Department used 200,000 pounds of beef,

Section Heads' Lunch Room

GIRLS' LUNCH ROOM

MEN'S LUNCH ROOM

PRINTING DEPARTMENT LUNCH ROOM

80,000 pounds of pork, including smoked hams and bacon, 71,000 pounds of lamb, 14,000 pounds of chicken, 34,000 pounds of fish, 1,500 barrels of potatoes, 6,000 gallons of vegetables of different varieties, 28,800 heads of lettuce, about 39,000 pounds of butter, 29,000 pounds of powdered sugar, 24,000 pounds of cut loaf sugar, 15,000 pounds of granulated sugar, 153,000 quarts of milk, 19,000 quarts of cream and condensed milk and 14,000 quarts of buttermilk.

Every day at luncheon time there are served to Metropolitan clerks loaves of bread which if placed end on end would reach almost twice the height of the tower. There are 520 French loaves used every day, each 2½ feet long—in round numbers about 340,000 feet of bread every year, which means a loaf of bread approximately 65 miles long, or long enough to reach from Washington, D. C., to Baltimore, Md., and more than half the way back again. In strawberry time, the berries used for one day's luncheon in shortcake would cover space as large as some strawberry beds in country gardens. One hundred and seventy sheets of cake, each 28 by 20 inches, with 600 quarts of strawberries, are required to go around—95,200 square inches of shortcake, with which 100 quarts of cream are used.

Some days eggs are served, usually boiled, and on such days 540 dozen or 6,480 eggs are required. If placed end on end, they would extend almost a quarter of a mile. When soup is served, 350 gallons are needed for one day's service, and every day 140 gallons of coffee and 75 gallons of tea are served. Preserved fruits and jams are popular, and last year there were used, 5,400 gallons of preserved fruits and 6,500 pounds of fruit jams, which the Commissary Department itself made. And as to pie! One day's service of pies placed one above another would reach up 25 feet. In six weeks the pile of pies would be as high as the tower! Great care is taken that perfectly sanitary conditions obtain in the kitchens and storerooms, and frequent inspections make certain that everything is healthful both as to material and the surroundings under which it is prepared.

This Metropolitan luncheon service—a service which means giving to four thousand individuals, men, women and boys, of varying ages, many of them accustomed to observe religious fast-days, and with all the natural variety of appetites that go with such a number—has been the subject of study by many people from many countries. Some, who

have been interested in welfare work, have observed it from that standpoint, while others, who have had problems of a similar nature for themselves, have inspected the service and the method of rendering it, for suggestions in their own business. A representative of one of the leading colleges, whose duty it is to provide for the dining service of a thousand college boys, devoted a good portion of a day to the methods obtaining in the Metropolitan Commissary Department. A question often asked is, "How can it be possible to select dishes for luncheon which will suit the taste of such a number, giving to each the things he or she wants?" In brief, the answer is, that each selects his or her own luncheon in advance. When a clerk is employed a seat in the luncheon room is assigned and a luncheon ticket is supplied. On this is the name of the individual, the division and section of employment, the hour of luncheon—either 12 or 1 o'clock—the number of the table and the particular seat at that table. On this card are blank spaces for non-fast-days and for fast-days, on which each clerk indicates whether, for instance, he or she wants meat or fish on Fridays; whether meat or crackers and milk, with dessert, is desired generally for luncheon; whether tea, coffee, milk or buttermilk is wanted to drink. The dining-rooms are divided into sections, and each section is served from a separate pantry, there being seven pantries. Each waitress serves twenty-two or twenty-four individuals. The cards, when filled out, are all turned in to the Commissary Department, where they are grouped according to the section served by individual waitresses and the information on these cards is transferred to a little book which each wears attached to a chain at her belt. Reference to this shows her the number of portions of each part of the luncheon she is to serve, and to which seats they go. So that there may be no confusion, the cards held and filled out by the clerks having luncheon at 12 o'clock are plain white, while those having luncheon at 1 o'clock have a red line printed across them. This red line divides the office force into two divisions, so far as the Commissary Department is concerned, and gives plain information to the waitresses as they make out their memoranda. If a clerk wants to change the general character of his luncheon at any time, he may do so by simply giving notice on a duplicate card. During vacation time, when perhaps two or three hundred clerks are away at once, notice of proposed absence is sent by division heads to the Commissary, and at the end of each week he makes deductions from the

number of portions of each article of diet which these returns indicate will not be needed. Thus any waste is prevented. From the waitress's book of records referred to, a transfer is made to a separate sheet kept in the Commissary Department, and thus he has before him the total number of portions to be served each day. A copy of this goes to the head pantry man, to the chef, to the head baker and to the storekeeper. More than half the clerks want ice-cream, and all of them want some dessert. Accordingly there is posted in the luncheon rooms each day the choice of desserts for the next day, and on each table there are blank forms, which are essentially table diagrams, and each individual is asked to indicate if ice-cream is wanted at a particular seat to-morrow. Within ten minutes after luncheon time an adding machine has told the Commissary, and the Commissary passes word to the ice-cream room, how many portions of it should be served the next day. Those who do not want ice-cream will have pie, if pie is served, or whatever the other dessert may be. This also gives a check each day on the total attendance for the morrow and the Commissary may make his arrangements for the substantial articles of food which he has to serve.

The making and serving of ice-cream has received special attention recently with a view to installing perfect sanitary methods. An ice-cream room is just being fitted up in which the most modern machinery is to be placed. The refrigeration will be entirely mechanical, the room will be tiled, and all the handling of materials will be by tubes from the initial process of mixing to the freezer. The tubes are of German silver and have been approved by experts as the most sanitary device for this purpose. The aim is to make the entire process mechanical and practically automatic, so that no germ of any sort may come into contact with the material or the finished product.

A mechanical system of mixing is in use for some processes in the kitchen, and eventually it is believed machinery will be available so that the bakers and cooks will simply press a button and machines that know no germs will do the rest.

The following is a sample list of menus for one week. Each week differs:

Monday, July 27, 1914—Cold ham and tongue, lettuce salad, bread and butter, crackers or rice and milk, rice and peaches or coffee ice-cream, tea, coffee, milk, buttermilk, iced tea or coffee.

Tuesday, July 28, 1914—Vegetable soup, egg salad, lettuce, rice or crackers and milk, bread and butter, ginger cake or strawberry ice-cream, tea, coffee, milk, buttermilk, iced tea or coffee.

Wednesday, July 29, 1914—Pot roast of beef, spaghetti, boiled potatoes, rice or crackers and milk, bread and butter, blueberry pie or raspberry jelly with whipped cream, tea, coffee, milk, buttermilk, iced tea or coffee.

Thursday, July 30, 1914—Mutton broth and barley, cold roast lamb, lettuce salad, rice or crackers and milk, bread and butter, bread pudding or vanilla ice-cream, tea, coffee, milk, buttermilk, iced tea or coffee.

Friday, July 31, 1914—Broiled bluefish, boiled potatoes, lettuce salad, rice or crackers and milk, bread and butter, layer cake or Neapolitan ice-cream, tea, coffee, milk, buttermilk, iced tea or coffee.

Menus for a fortnight were submitted to an eminent physician specializing in digestion and diet problems and he approved of them without criticism and said he would be willing himself to have those lunches for the rest of his life!

Medical Care of Employees

All applicants for positions in the Home Office are given a careful examination by the Medical Staff, not only to discover any inherent tendency toward early incapacity, but to safeguard the health of the Home Office staff. It is inevitable that where more than 4,000 persons are employed a considerable number will suffer from minor ailments each day while at work. For such sick employees the Company has provided a completely equipped dispensary, consisting of nurses' office, two service rooms, separate rest rooms for men and women and an isolation room for the treatment of special cases, requiring such care. The dispensary is open during office hours. The medical directors, their assistants and graduate nurses are in charge. A specialist for eye, ear and throat is always within call. In rendering treatment for minor illnesses more serious physical defects are often found to exist. These include defects in sight and hearing, organic heart troubles, malignant

The Surgical Room, Home Office Clinic

growths and the like. During the year ended December 31, 1913, the total number of visits made to the dispensary by the Home Office staff was 15,203. Of these 10,357 were medical and 4,846 surgical cases. The daily average was 55.1. The individual patients treated numbered 4,002.

THE REST ROOM, HOME OFFICE CLINIC

In the spring of 1914, when cases of smallpox appeared in New York City, the city health authorities made suggestions to many large corporations that their employees be vaccinated. The Metropolitan offered free vaccination to its Home Office employees at the Medical Clinic, and between April 14th and June 1st, 2,839 clerks availed themselves of the opportunity.

At times employees who are ill are furnished with free nursing service at their homes. In their behalf arrangements have been made with a local nursing association, whose nurses visit sick policy-holders, to extend the service to these clerks. Visits are made by the nurses as individual cases may require, and daily reports are sent to the Home Office. In some instances other members of the clerks' families have received the same free service.

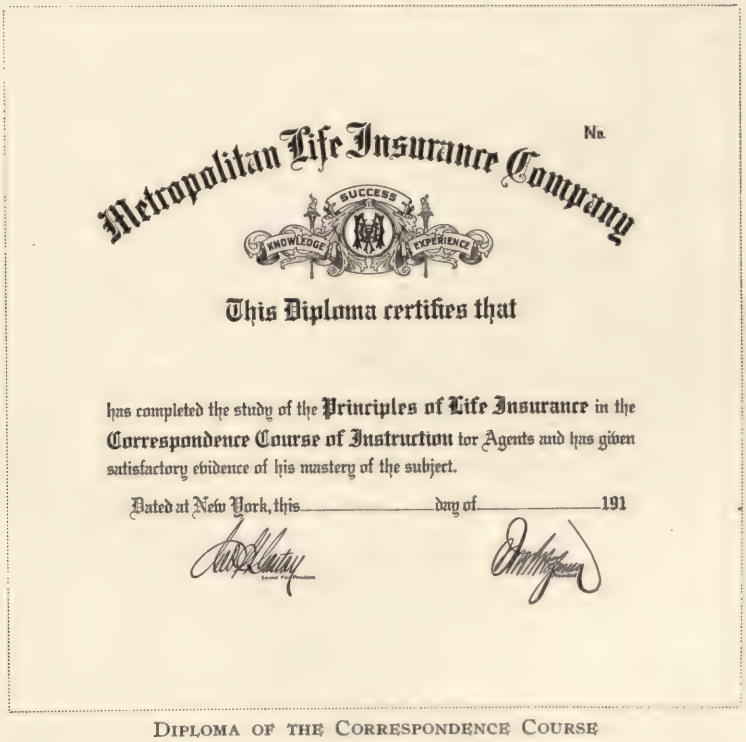
The Company in 1914 also established a Dental Clinic for the benefit of the Home Office staff. It is proposed to examine and clean the teeth free of charge at intervals, and to recommend what is needed to be done by the dentist who attends the individual.

The Correspondence Course

The Company conducts a Correspondence Course of Instruction in the Principles of Life Insurance for agents and clerks in the Field and Home Office. For this purpose, a series of twelve lessons, entitled the Principles of Life Insurance, each in booklet form, was prepared by the Sixth Vice-President and the Statistician, presenting in clear and simple style the scientific foundations of the business. These lessons cover the following subjects:

1. Introductory—General Summary of First Principles.
2. The Scientific Foundations of Life Insurance—(a) Mortality.
3. The Scientific Foundations of Life Insurance—(b) Interest.
4. The Natural Premium and Assessment Insurance.
5. The Level Premium and Legal Reserve Insurance.
6. The Analysis of a Premium—Loading, Dividend and Bonus.
7. Types of Policies.
8. Types of Policies (Continued).
9. Industrial Insurance.
10. Industrial Insurance and Social Welfare.
11. Hazards in Life Insurance.
12. Life Insurance Salesmanship.

At the close of each lesson is a set of questions relative to the subject matter of the text. The booklets are sent one at a time, and the agents are required to submit written replies to the questions, on special blanks provided for the purpose. The papers are then carefully read, corrected and annotated with comments and helpful suggestions by a staff of examiners composed of men of long and valued insurance experience in the Home Office. Upon the satisfactory completion of the Course, the agent receives a diploma certifying to his mastery of the subject.


No.

Metropolitan Life Insurance Company

SUCCESS
KNOWLEDGE EXPERIENCE

This Diploma certifies that

has completed the study of the **Principles of Life Insurance** in the **Correspondence Course of Instruction** for Agents and has given satisfactory evidence of his mastery of the subject.

Dated at New York, this _____ day of _____ 191

DIPLOMA OF THE CORRESPONDENCE COURSE

The Course was inaugurated in March, 1912, and the agents have greeted it with enthusiasm. During the first year, 6,000 men were enrolled and about 20,000 answer sheets were received. In the second year, close to 3,000 entered upon the study, and the total number of answer sheets received was over 23,000. The total number of agents who have been enrolled since the inception of the Course is at the time of writing 13,738. The papers indicate much study and care in their preparation, and show what a splendid body of men the Company has in its employ. More than thirty-one hundred agents and clerks have now completed the Course and have received diplomas. Such has been the demand for the Course, and also for the use of the text-book, that an edition of 12,000 copies has been exhausted, and a second edition, much revised and enlarged, has been prepared. The Course is now required as part of the training of all new agents of the Company.

There are already many indications that the Course is accomplishing what it was organized to do, namely, to improve the efficiency of the agents as practical business men. This is best borne out by the increase in the weekly earnings, which is very marked in the records of a large number of graduates.

The agency force has been strengthened in another regard, namely, in the persistence of the graduate agent in the life insurance field. An examination shows that the agent who has completed the Correspondence Course finds his business a pleasant and remunerative one. Such figures as have already been compiled indicate that those who have taken the Course form a group who are characterized by the fact that they persist in the business. They understand life insurance, and are in it to stay.

The Course has also emphasized the professional aspect of life insurance salesmanship. Agents have been impressed with the many social opportunities involved in their work, especially among the industrial classes. It is felt that in this way seed has been sown which will not only improve the condition of the agent himself, by giving tone and dignity to his work, but will also better the service to policy-holders.

Instruction

Another educational feature is a course in business English. There are classes on Tuesday and Thursday afternoons, after office hours. The course consists of thirty lessons in applied grammar, composition

and business letter writing. A nominal fee of three dollars is charged for entrance to the classes. The salary of the instructor is paid by the Company. There are also classes in actuarial science, attended in 1913 by 42 clerks, and two classes in stenography and typewriting, one for elementary work and the other for advanced speed dictation and typewriting. These classes were attended in 1913 by 204 clerks. There was also established in 1914 a sewing class where, under the direction of a practical instructor, lessons were given to those female clerks who cared to attend. No charge is made for these lessons, and machines are put at the free disposal, after office hours, of those who wish to do sewing for themselves.

The Library

The Company maintains a circulating library comprising more than 12,000 books and pamphlets on general literature, science, insurance and kindred topics, available for Home Office clerks and tenants of the building. Ample space has been provided on the third floor, and in these rooms are files of newspapers and many periodicals to which the clerks and tenants have access. Through a special arrangement with the New York Public Library it is possible for registered borrowers to secure books from the city's large collection. Two thousand one hundred and thirty-nine clerks are registered as using the library, and the daily average of books taken is about 130.

The Circulating Library

Musical Activities

The clerks also have a glee club and an orchestra composed of male employees of the Company, and a choral society made up of the female employees. The organizations are recognized throughout the city as exceptionally efficient and competent. Concerts are given each year in the Assembly Room which are so popular that the attendance is limited only by the seating capacity of the room.

The Gymnasium

On the eleventh floor of the Home Office building is a gymnasium, thoroughly equipped with modern appliances for exercise and the development of indoor athletic sports. It is a spacious room with all needful paraphernalia, and ranks with some of the best association gymnasiums in the country. The Company employs a competent instructor to direct the gymnasium classes. On alternate afternoons the men and women of the clerical force may avail themselves of a regular course of physical exercise under proper supervision. At certain seasons of the year the roof is utilized for outdoor games, and here both the male and female clerks are frequently to be found indulging in wholesome recreation. Convenient both to the roof and the gymnasium are shower baths and adequate locker facilities.

A well-organized athletic association exists in the Home Office staff, and both in summer and winter many avail themselves of this for recreation and exercise. Under the general supervision and management of the athletic association, baseball, tennis, basketball, handball, bowling teams and field and track squads are maintained. There is keen interest in contests in these sports between teams from the different divisions, while in track events and in baseball selected teams from the Home Office often compete with outside organizations. One day each spring is known as "Field and Track Day," in which there is competition for prizes furnished by the association. These events are attended by thousands of clerks, and usually some of the officers are there acting as judges and exercising general supervision.

FINISH OF 300-YARD DASH AND GIRLS' 75-YARD DASH

Umbrellas to Loan

One day, some years ago, the President was leaving the office at 4:30 when the arcade was filled with women clerks who could not venture out because they had no umbrellas and it was raining. Since that day

THE GYMNASIUM

Clerks Exercising on the Roof of the Home Office Building

there have been stored, under the jurisdiction of the Purchasing Agent, roughly speaking, 1,500 umbrellas, which may be had by clerks on requisition from a section head, for use on a rainy day. Receipts are taken by the Purchasing Division, and umbrellas are returned unfailingly the next day. The experience is a standing refutation of the truth of the joke-smith's old output that nobody ever returns an umbrella.

Tuberculosis Sanatorium for Employees

The Company has for a long time felt the necessity of caring for those of its employees who become afflicted with tuberculosis, and has from time to time sent a considerable number of such employees to various sanatoria at its own expense. The executive officers of the Company became convinced, as a result of their experience, that best results in this direction could be secured only by building a sanatorium which should be owned and controlled by the Company.

With this thought in mind, the Company applied, in 1909, to the Superintendent of Insurance of New York State for permission to purchase real estate on which to erect a sanatorium. This permission was necessary, as under the New York law an insurance company may not own real estate excepting that which is necessary for the accommodation of its business. The Superintendent of Insurance believed he had no legal right to grant such permission. It was agreed to take the case into court for an amicable settlement of the question. This was done, and the Appellate Division of the Supreme Court of the State of New York decided that the Superintendent of Insurance might permit this to be done. In this court decision a new principle was laid down, viz., that it was not only the right, but the duty of directors of corporations to take reasonable care of their employees. The words of that decision are far-reaching. The court said:

"The duties of the employer to the employee have been enlarged in recent years, and are not merely that of the purchaser of the employee's time and service for money. The enlightened spirit of the age, based upon the experience of the past, has thrown upon the employer other duties, which involve a proper regard for the comfort, health, safety and well-being of the employee. . . . It is well within the corporate power to assume, as it has done, the care and treatment of such of its employees as are afflicted with tuberculosis. And unless it is shown to be wasteful of the Company's money and unproductive of beneficial results, the practice may stand as well within the

scope of its business. The reasonable care of its employees, according to the enlightened sentiment of the age and community, is a duty resting upon it, and the proper discharge of that duty is merely transacting the business of the corporation."—(Volume 136, Appellate Division Report, New York, page 150.)

When this decision was handed down the Superintendent of Insurance at once granted permission to purchase, and expressed his enthusiastic approval of the project. The Company immediately set itself to the work, and in November, 1913, the Sanatorium received its first patients.

The site of the Sanatorium is a plot of about 420 acres in the Adirondack foothills, 1,200 feet above sea level, nine miles north of Saratoga, on the

BIRD'S-EYE VIEW OF THE SANATORIUM

top of Mount McGregor. It was much frequented in former years by persons afflicted with bronchial affections. The grounds are beautifully located, well-wooded, splendidly drained, and bountifully supplied with good water from springs and two lakes. A farm belonging to the Company and an extensive garden will supply the Sanatorium with fresh farm products, milk, eggs and vegetables, and will afford an opportunity for healthful outdoor work for those patients who are in a condition to profit thereby.

The architect was D. EVERETT WAID, who had had large experience in building hospitals. He visited nearly all the best known sanatoria

DEPARTMENT OF SOCIAL SERVICE

in this country and was thus enabled to embody all that was best in them, and at the same time make improvements from their study and suggestion. In arrangement, the wards combine the comforts, the independence and the homelike attractiveness of the cottage, with the grouping and economies of the shack system. The number of present buildings (1914) is 10: Power House, two Ward Buildings, Infirmary, Refectory, Ice House, Nurses' Cottage, Superintendent's House, Water Tower and Pump House.

There are eight projected buildings: six Ward Buildings, Administration Building and Chapel.

The foundation walls are of rubble-stone (gneiss) quarried on the site. Superimposed walls are of hollow tile, stuccoed; floors and roofs of reinforced concrete, roofs covered with red tile; finished floors in general of Portland cement concrete. The floors of the kitchen department are of green slate.

SUPERINTENDENT'S HOUSE, SANATORIUM

The Sanatorium consists of a group of three head buildings, several open Wards, and Power House, located on the southern slope of Mount McGregor, exposed to the prevailing southerly breezes of the summer and protected by the mountain and forest from the northerly storms of winter.

The Company built the road running from Wilton to the top of Mount McGregor, and prominent at its terminus is the foundation of the Administration Building which is to be erected later.

Open-air, covered passages are designed to connect all the main buildings. The graded walks make it possible for a wheeled chair or food cart to be run from any ward bed to the dining-room or kitchen without passing a step.

The central and largest building of the group is the Refectory, the ground floor or basement of which, intended for convalescent patients' work rooms, library and recreation rooms, storage, etc., is arranged temporarily to house the administration offices. The main front portion of the Refectory is devoted to the dining-room, 32 feet 10 inches wide

The Refectory, Sanatorium, Mount McGregor, New York

132 feet long, with a vaulted ceiling 24 feet 6 inches high, commanding a view of the Hudson Valley and Saratoga Lake directly to the south. On the north side of the main dining-room are the nurses' and staff dining-rooms. In the center is a large double serving-room, approached through vestibuled doors. Back of the serving-room, which contains mechanical dish-washing apparatus, etc., is the kitchen, with ranges and all cooking apparatus under a ventilated hood. Adjacent to the kitchen is the bake shop, and between the two a large coal vault. A butcher shop, grocery, cold storage rooms, and help's dining-room are found adjacent to the kitchen. The second story of the Refectory (at the rear of the dining-room) is set apart for female help bedrooms. Above this dormitory is an isolation ward (with an outside stairway), designed to accommodate a nurse and two patients.

Across the drive from the cold storage rooms is the Ice House, with a capacity of 500 tons, which is built into the embankment on the southern edge of Artist Lake.

The third head building is the Infirmary, just west from the Refectory. The basement, on a level with the drive at the south, contains waiting-rooms, X-ray and dark room, patients' trunk room, autopsy room, etc. The first story, which is on a level with the drive at the north, contains, aside from the separate bedrooms, one for each patient, a diet kitchen, surgical dressing-room and bathrooms. The second story, which is similar to the first, has a serving-room and a small laboratory. The stairways are designed for the convenient use of a stretcher in carrying a patient from the first to the second story. The distinctive feature of the Infirmary is the method of opening the entire exterior end of each room to the outer air, protecting it with fixed shutters which permit free access of air and keeping out to some extent the sun, rain and snow. Each opening is provided also with double-hung glazed windows and with fly-screens. All of the shutters and sashes are kept down to the floor level when conditions permit. If necessary, the windows can be closed and the entire room of the patient heated. At the rear of each patient's bed glazed doors enclose a portion of the room, which in cold weather is heated and used at meal time and for bathing and dressing. Attention is called to the full opening of the windows and the easily adjusted protection of the openly designed shutters of this building, which is used as a Reception and Observation Ward, as well as an Infirmary for bed patients.

The Ward Buildings, the occupants of which are expected to take their meals in the main dining-room, are a development of the so-called "shack" or "lean-to." Patients' reclining chairs and also beds are always out of doors but under roof. The space, except in the outer veranda portion, is enclosed with fly-screens, and a low balustrade, designed to protect from driving rain and snow. The beds stand two in each alcove, and at the rear of each alcove is a dressing-room for two patients, with a water-closet between each two dressing-rooms. Each patient has a wardrobe and half of a dresser. There is one lavatory in each dressing-room, and each of the two patients has his own towel-bar and glass and tooth-brush holder. A special feature of the lavatory is the "rain" supply,

WARD BUILDING, SANATORIUM

the water dropping in a spray directly to the outlet of the bowl. Patients are expected to bathe in running water and not use stoppers in the bowls. Each bed alcove is flooded with sunshine from a skylight, which has a non-closing ventilator so that there will be a constant upward circulation of air above the beds. The alcoves are designed with a view of providing doors to close up the front, and some of the alcoves are experimentally provided with such doors, but their use, it is believed, will not be necessary, even in the most severe weather, unless in an emergency advanced cases are to be accommodated.

In the central portion of each Ward Building there are tub bath-rooms with showers and (controlled by valves out of range of the spray) delivering water at an angle so that in bathing the head may be kept dry.

A social room is also provided, and in the wide halls are specially designed overcoat and hat racks with compartments for umbrellas and overshoes.

Among the projected buildings is a Chapel. At present, the dining-room being much larger than necessary until more Ward Buildings are erected, the western half is partitioned off and fitted up very handsomely with altar and other furniture suitable for divine worship. Three services are held daily, and the Chaplain, the Rev. H. C. DYER, resides at the Sanatorium and is in daily attendance upon the patients.

The Power House contains the boilers and engine room, boiler feed-pumps, emergency water-supply pump and electric transformers, with space for possible future electric generators. Coal is delivered in five-ton motor trucks into vaults with a capacity of 700 tons, and finds its way by gravity from the driveway to the front of the boilers. Ashes are raised on an electric hoist and delivered to wagons in the driveway. The story above the boiler room contains fully equipped laundry and sterilizing rooms. The laundry is collected in canvas bags which, with their contents, are sterilized before being opened for sorting and sent to the wash room. The upper story is a dormitory for male help, and is provided with a sitting-room, bathrooms, etc. Under the same roof with the Power House is a Garage and Repair Shop. A closed passage, or tunnel, leads from the laundry floor up the hill, 750 feet, to the Refectory. Employees may walk through this tunnel in stormy weather, and the electric railway carries laundry work and supplies to and fro. Waste material is delivered directly into an incinerator, and that part of the garbage which is fed to swine is passed through steam cookers and is then taken to the Farm. The tunnel contains pipe galleries, carrying steam, water, drainage and electric cables, etc., and from the main tunnel branches from the various lines are carried through underground conduits to the several buildings. At the upper end of the tunnel in the Refectory are large storage rooms for linen, linen repair rooms, mattress storerooms with special racks, flour storage, storage for canned fruits, etc., with special shelving.

The Nurses' Cottage, northwest of Artist Lake but within easy walking distance, is intended to have a homelike aspect, with a bedroom for each nurse, or private sitting-room if she chooses to use the common sleeping-porch. A comfortable living-room in the first story is the center of social recreation for the staff.

The residence of the Physician in Charge is located northeast of Artist Lake.

Two Ward Buildings are in use (1914); two more are in course of construction, and these will have two stories and accommodate about one hundred patients. Plans are preparing for the construction of an Administration Building, which when done will release space now occupied in the Refectory Building, and of the Chapel, which when completed will release the half of the dining-room now screened off.

A Portion of the Men's Ward

North of the residence of the Physician in Charge is a reinforced concrete 50,000-gallon storage tank supported on a stone tower. The water supply is taken from Lake Bonita, nearly a mile to the west, whence it is pumped by a gasoline engine to the storage tank, and thence distributed by gravity to the various buildings. Artist Lake, which is in the midst of the group of buildings, is used only for emergency water supply and for ice.

The sewage disposal plant is located on the lowest part of the property, well away from the buildings, and consists of settling tanks, sprinkling filter, sludge bed and sand filter beds.

Current for light and power is obtained from the transformer station of the Hudson Valley Electric Railroad at Wilton, and is stepped down from 4,400 volts to 220 volts, 3 phase, 40 cycle, at the Farm Buildings and Sanatorium.

Hot-water heating is used throughout the buildings, carried from the central plant in pipe tunnels and trenches. The boilers also generate high-pressure steam for sterilizing and for use in the laundry and kitchen. The chimney is built of solid concrete blocks, reinforced horizontally and vertically with steel bars. It is 5 feet inside diameter and extends 175 feet high above the boiler-room floor.

A small laboratory is now located in the Infirmary, and a larger

laboratory for research work will be placed in the future Administration Building.

A surgical dressing-room and a completely equipped X-ray and dark room are located in the Infirmary.

In the Refectory are a waiting room, examination room, throat and dental room, pharmacy, and the offices of the Physician in Charge and the Associate Physician, also business office, post-office, library and recreation rooms.

The Sanatorium Farm is located in the valley at Wilton, New York, two miles from the Sanatorium grounds, and comprises 183½ acres of tillable land, including a wooded stream. The present buildings consist of the Main Barn and Head Farmer's Cottage. The Main Barn has a present capacity of 48 cows and 8 horses, besides bull and calf pens. The building contains hay room, office, dairy, tool room, wagon room, dormitory for employees in second story, and storeroom, vegetable cellar, coal vaults, heating and power plant, pressure tanks and pump, and silos. When the proposed extension of the Main Barn is built it will contain space for 70 cows, and a wing, symmetrical with the present dairy wing, will contain wagon shed, a garage and ice house. The water supply is from two driven wells 145 feet 6 inches deep, and is pumped into tanks and distributed by pressure. The Farm will furnish the milk and vegetable supply for the Sanatorium and also feed for the cattle. It is proposed in the future to erect Poultry Houses and a Piggery.

THE SURGICAL DRESSING-ROOM

The cottage where General GRANT died, with 50 feet of ground on each side, is owned by a Memorial Association, and stands in the midst of the Sanatorium property. The Metropolitan Life Insurance Company has erected on the brink of the cliff where General GRANT had his last view of the valley, July 20, 1885, three days before his death, a memorial consisting of a marble slab, suitably inscribed and enclosed by an iron guard.

The officers of the Company are grateful to such noted experts in the treatment of tuberculosis as Drs. H. M. King of Loomis, Lawrason Brown of Saranac Lake, H. S. Goodall of Stony Wold and D. R. Lyman of Wallingford for their many counsels and criticisms. They have been most helpful, their support has been most cordial, and now it is extremely gratifying to have them and other experts of the country approve the Sanatorium in its conception and in its construction as the best and most nearly ideal that has yet been produced.

The Sanatorium was dedicated on June 20, 1914. The occasion brought together a distinguished body, numbering nearly two hundred and fifty, of public officials, men eminent in the medical profession, students and workers along philanthropic and economic lines, representatives of supervising departments and of other life insurance companies, journalists and business men. Addresses of a high order in the spirit they breathed and in the practical sympathy they manifested, made the simple, informal exercises memorable from many standpoints. The President of the Metropolitan, who was abroad, sent a dedicatory letter which set forth the motives of the Company and the spirit which had inspired it to build the institution. Father Dyer, the Chaplain, said the dedicatory prayer. The Vice-President sketched with some detail the origin of the Sanatorium idea, the obstacles surmounted in bringing it to fruition, its scope and the hopes of the Company for its future usefulness. The Superintendent of Insurance, the Hon. Frank Hasbrouck, and one of his predecessors, William H. Hotchkiss, Esq., who was in office when the Company sought permission to build; Deputy and Acting Commissioner of Health Dr. Haven Emerson of New York City, and such eminent physicians as Dr. Abraham Jacobi, formerly President of the American Medical Association; Dr. Alfred Meyer, originator of the Otisville State Sanatorium, Director of Mount Sinai Hospital Clinic and Montefiore Home, and Dr. S. Adolphus Knopf, who had made the first suggestion that such an institution might be within the legitimate province of a life insurance company; Senator Edgar T. Brackett, who suggested the site; Hon. Henry Bruere, City Chamberlain, representing the Mayor of New York City; Robert Lynn Cox, Esq., representing the Association of Life Insurance Presidents, and Dr. Horace J. Howk, the Director of the institution, participated by their addresses in dedicating this "outpost in the warfare against the white plague," to the

cause of humanity. By these men it was hailed as a beacon-light which should be an example to private corporations, to municipality and to state in the new relationship which modern democracy demands for the betterment of mankind.

Rest House for Employees

Plans are preparing for the construction on Mount McGregor of a Rest House, or Convalescent Retreat, for the Company's employees. It will contain fifty bedrooms and a large social room. The dining-room, kitchen and power house of the Tuberculosis Sanatorium are extensive enough to furnish all necessary facilities to the Rest House. As its name indicates, this will be used for the complete restoration to health, without cost to themselves, of employees "run down" or recovering from non-infectious diseases or in need of rest and fresh air.

The Metropolitan Spirit

In less than fifty years the Metropolitan grew from nothing to be the greatest Company in the world. From a staff which could do all the business there was to do in two small rooms, it has grown to have a Home Office force that is a city by itself. The Field force has grown proportionately, as has been related. All march under the same flag; all sing the same songs; all share in a welfare system which has been established and is constantly being extended by those in charge of the Company. Each is interested in the activities of the other; all take pride in the achievements of the Company, and every one strives to add his mite to this achievement. In the spirit which pervades and in the results which follow Metropolitan effort, there is something over and above the mere struggle of men and women to earn a living. It is an intangible thing which results in invincible "team work." The Mayor of New York City summarized it in his address to the Metropolitan superintendents at their Annual Convention in 1914 as the result of "organization, loyalty, responsiveness and discipline."

The Metropolitan Flag

It is no figure of speech that the Metropolitan army marches under one flag. The Company has its own, which floats from the Home Office, is used in decoration at the district offices and at Company gatherings

such as the Annual Convention of Superintendents, Triennial Conventions and the like, where it is effectively combined with the flags of the United States and the Canadian Dominion. The colors are those of the three departments of the business. During the first years of the Company's history its stationery was white. When, about 1890, the Company re-entered the Ordinary field, for general convenience blue was adopted for the Ordinary stationery. Circular letters, official correspondence, applications, etc., are on blue paper. Later on, when the Intermediate Branch of the Ordinary Department was started, convenience dictated a different colored stationery for it and yellow was adopted. Thus, when a flag was wanted, the colors of the three departments became the colors of the flag —blue, white and gold. It was a most happy idea, because whenever used, at business meetings, at social gatherings, at field day sports, it symbolizes, over and above everything, the business departments of the Company. The central portion of the flag is white, flanked by blue and gold, and on this white field, in blue, white and gold, is a reproduction of the tower with its light, and on a laurel wreath the words, "The Light That Never Fails."

THE COMPANY FLAG

Metropolitan Songs

The Company also has its own songs, composed by its own men and expressing the spirit of the Company. They are known by the Metropolitan Home Office staff and by the Field force throughout its length and breadth. Practice by many agency staffs has given them the effectiveness of glee clubs. At any Metropolitan gathering the songs are sung with all the fervor of college boys at a reunion. The Company's song proper was written by the Sixth Vice-President and is entitled "The Light That Never Fails," in happy allusion to the great light on the top of the tower; others are local songs, sung by perhaps particular Territories and designed to celebrate the achievements of either the Territory or some leader in it. Superintendent BRIGGS has written one or two excellent songs, set to English and Canadian tunes. Under an arrange-

ment with the publishers of the "Stein Song," the Metropolitan is entitled to use the copyright. "The Light That Never Fails" is sung to that air.

The Metropolitan

AIR—STEIN SONG.

I.

Let us raise our voices gladly
With a song from every man.
Let no note be sounded sadly
At the gathering of the clan.
For like brother to brother,
We'll stand by one another,
With love in our bosoms
For the "Metropolitan."

Repeat

II.

We're the guardians of "the tower,"
And the light which it enveils;
It's the symbol of our power—
To its height no other scales.
For its grandeur and beauty
Will teach to each his duty
To be steadfast and loyal
To "the light that never fails."

Repeat

At a Superintendent's Convention six or eight hundred men always join in this song with splendid effect.

The Veterans' Association

It has been stated in another place that some of the men who came from England at the beginning of the writing of Industrial insurance are still with the Company. There are others with the Company who were with it before that time. There are, indeed, in the Home Office, men who have served the Metropolitan for more than forty years. All who have been faithful employees of the Company for twenty years are eligible to membership in the Veterans' Association. This is a regularly organized body, which has its own officers and three classes of membership: active, which includes superintendents who are still in the employ of the Company, or who have been honorably retired; associate, members of the Field force other than superintendents and Home Office employees; and honorary, officers of the Company. The total membership at the end

of 1913 was 703, of whom 18 were honorary, 110 active and 575 associate. Of the associate members 281 were in the Field, 294 in the Home Office. The association also has an endowment fund which it established about three years ago.

The Veterans meet annually for business and in social session, and

Veterans' Trophy

these occasions are rich in reminiscences of the early struggles of the Company, the conditions under which business was conducted a score or more of years ago, and in the interest which is manifested by the Veterans in the present success and future growth of the Metropolitan.

The Veterans' Association, some years ago, offered a leadership

trophy to be awarded annually to that superintendent who made the best all-round record for the year. It is a tablet of bronze, with panels for the names of the winners each year, the panels covering ten years, from 1908 to 1917 inclusive. It is a proud moment in the life of any superintendent when the award is made at the Annual Convention of Superintendents, when the summary of the year's business is made up and the officers have passed upon the records of all the superintendents.

Banners for Best Records

For several years the Company has awarded two banners—one to the leader in Ordinary writing for the year, and one to the superintendent who has the highest average per month per man in Ordinary placed business. These banners are retained by the Field men who win them, for a year, and they are brought forward as an inspiration at business and social meetings of the victorious staffs—tokens of successful rivalry in achievement for the Metropolitan, which the real Metropolitan man always feels.

Triennial Conventions

For twenty years the Vice-President has held conferences with the Field force throughout the United States and Canada which, because of the intervals, have been called "Triennial Conventions." At these conventions the superintendents, deputy and assistant superintendents, and most of the agents attended from entire states, or, in some cases, from groups of states, for a discussion of affairs affecting the Company. A notable series was held in the latter part of 1912 and throughout the year 1913. They involved travel of 25,000 miles, the Vice-President being accompanied by the Fourth Vice-President, Medical Director KNIGHT and the Superintendents of Agencies for the particular Territory in which each convention was held, and at times by others from the Home Office. These conventions are worthy of note in any adequate history of the Company, not alone from their usefulness to the Company, but because of the interest they aroused among important people in the various localities. They were attended by the highest dignitaries of the Church, by the governors of states, by Federal officials of important rank, by mayors of cities, representatives of financial and commercial interests, of educational, health and social organizations. The list of Church dignitaries

includes Cardinal GIBBONS of Baltimore, Archbishop IRELAND of St. Paul and Canon MCNAB of Toronto, while at Superintendents' Conventions, held at about the period mentioned, addresses were made by Cardinal FARLEY and Episcopal Bishop CHARLES SUMNER BURCH of the New York Diocese. Among well-known public men were former Vice-President FAIRBANKS, former Secretary of the Interior FISHER and many members of Congress, the governors of New York, Virginia and Alabama; insurance supervising officials from Louisiana, Massachusetts, Maryland, Virginia, New York, Rhode Island, Maine, Minnesota and Alabama, and some of the provinces of the Dominion; the Hon. RODOLPHE LEMIEUX, former Postmaster-General of Canada; the mayors of scores of cities, judges of the Supreme Court of New York, the Superior Court of Ohio, the Supreme Court of Illinois, and many others; officers and directors of fully fifty national banks and trust companies, and as many more health officials, presidents of boards of trade from a corresponding number of cities, and numerous educators from the faculties of the leading colleges and universities. The addresses made by these men, in many instances, pointed to the Metropolitan as being the foremost illustration of a business corporation meeting modern demands in its relationships with those with whom it transacts business. The addresses form a notable contribution in the sociological history of the period.

Welfare Work for Policy-holders

EDUCATIONAL WORK ON BEHALF OF IMPROVED HEALTH CONDITIONS—A CAMPAIGN AGAINST TUBERCULOSIS—A FREE NURSING SERVICE FOR INDUSTRIAL POLICY-HOLDERS—HEALTH AND HAPPINESS LEAGUE—EMERGENCY RELIEF IN TIMES OF DISASTER—CO-OPERATION WITH HOME BUILDERS AND WITH SOCIAL AND HEALTH AGENCIES.

The Company's Welfare Work among Industrial Policy-holders

The Company has conducted its campaign of education primarily for its Industrial policy-holders. There are over 13,000,000 Industrial policies in force on the lives of men, women and children who represent the working element of the population. Industrial policy-holders, moreover, represent all nationalities, and in many instances have but little opportunity to come in contact with modern educational movements for the preservation of health and the conservation of life. The Company has, therefore, felt that in dealing with these members of the industrial classes it has an obligation beyond that contained in the policy contract. The extensive welfare programme of the Company is a direct outcome of this conception.

Publications

The Company's agents visit the homes of Industrial policy-holders weekly, and through them the Company is able to convey publications on health and hygiene.

For many years the Company has published a quarterly magazine, *The Metropolitan*, for the information and instruction of its Industrial policy-holders. Each edition numbers about 5,000,000 copies and is printed in eight languages with occasional numbers in three more languages. Primarily it has presented to policy-holders articles written in a popular style on subjects dealing with the health of the family, and in particular with the health of children. The magazine is, in a sense, a children's paper. The illustrations and many of the articles especially prepared for it have been published with the children in mind. An attempt is made to put in an attractive form the underlying principles of health. The titles of some of the articles are as follows:

"School Children and Their Needs," "How Johnny Spent His Summer," "Sanitary Maxims," "How to Make a Paper Drinking Cup," "Home Gymnastics."

Other articles have been written also to appeal specially to mothers. They include:

"Daily Health Hints," "Summer Clothing for Children," "Seven Laws of Infant Health," "Fumigating the Sick-room," "The Baby in the Kitchen."

In addition, from time to time, certain numbers of *The Metropolitan* have been devoted entirely to special subjects. In 1910, for instance, the Company co-operated with the Committee of One Hundred on National Health for the establishment of a national bureau of health in the United States. A special number of *The Metropolitan* was issued with articles, explaining the need of such a bureau, by Dr. HARVEY W. WILEY, Dr. GEORGE M. KOBER, Miss MABEL S. BOARDMAN and others. The number contained a blank coupon in which policy-holders could advise their Congressmen of their desire for such a bureau. Letters were received by the Company from Congressmen to the effect that the latter were in constant receipt of large numbers of coupons, and, further, that they advocated legislation establishing a Federal health bureau. Although Congress did not enact the bill, there is no doubt that the awakening of public opinion to the advisabilty of a Federal bureau will be a powerful factor in eventually procuring such a bureau.

Another number of *The Metropolitan* was devoted to the subject of water, showing its superiority over alcoholic drinks. The articles and charts contained in this number were prepared under the auspices of the Scientific Temperance Federation of Boston.

Later, through the help of the Playground Association of America, a special number of *The Metropolitan* was given over to articles advocating playgrounds for the young and old.

Similarly, numbers of *The Metropolitan* have been issued with special subjects in mind, such as a campaign against flies, the difference between pure and impure milk, etc.

Campaign against Tuberculosis

The Company suffers a heavy loss from deaths due to tuberculosis. In the year 1913 there were 18,050 deaths from tuberculosis (all forms), or 17.2 per cent. of the total deaths on the lives of premium-paying policyholders. For the age period 20–39, 38.1 per cent. of the deaths were due to this disease. Reduction in mortality from this cause is manifestly of

vital importance to the Company. An energetic effort has been made, in consequence, to educate policy-holders with regard to this disease. Over 5,000,000 copies of a publication entitled, "A War on Consumption" have thus far been distributed by agents to policy-holders. The booklet describes the causes, the cure and especially the prevention of tuberculosis. It defines in simple language the means by which the disease spreads, and emphasizes the factors which bring about a cure. The importance of air, sunlight, good food and competent medical advice is urged throughout the booklet. Concrete and easily understood suggestions are given regarding the prevention of the disease by attention to the laws of personal and public hygiene.

It is difficult to determine the effect which this publication has had, but it may be of interest to note, without in any way attempting to draw definite conclusions, that the mortality from all forms of tuberculosis has shown a significant decrease since 1911. In that year the total number of deaths on premium-paying policies from all forms of tuberculosis was 17,509, or 17.9 per cent. of the deaths from all causes; in 1913, on the other hand, the total number of deaths from all forms of tuberculosis was 18,050, or 17.2 per cent. of the grand total. In other words, in spite of the largely increased number exposed to risk in 1913, the number of deaths from tuberculosis did not show any material rise in actual numbers, and the percentage has been reduced seven points.

The Company has also prepared lists of tuberculosis sanatoria, hospitals, dispensaries, classes and associations in the United States and Canada. These lists have been distributed among tuberculous policy-holders in the hope that they may be able to obtain necessary and proper treatment. There are many instances where sufficient provision for the care of tuberculosis through municipal or state agencies does not exist. To meet this emergency, in the knowledge that the average working man cannot afford to meet the charges of the private sanatoria, the Company has published another booklet, entitled, "Directions for Living and Sleeping in the Open Air." This publication will enable many patients to obtain home treatment.

The evil of the fraudulent consumption cure has been energetically attacked by the Company through its publication entitled, "Fake Consumption Cures." This pamphlet describes the many dangers involved in using the so-called cures, and gives definite instructions on the necessity

for employing the rational means of cure which are provided under competent medical supervision.

The Company has printed 350,000 copies of a circular entitled, "If You Had Consumption, What Would You Do?" for distribution in churches in the United States on Tuberculosis Day. This work was accomplished with the co-operation of the National Association for the Study and Prevention of Tuberculosis. Requests for these circulars came from various tuberculosis associations throughout the United States, and from clergymen to whom the National Association had written.

GROUP OF TITLES, HEALTH LITERATURE

Publications on Hygiene

Another recent publication issued by the Company is entitled, "The Health of the Worker." It is printed in English and French, and describes the dangers to health existing in factories and shops, and the methods of maintaining proper ventilation, removal of dust, suitable temperature and proper light. This pamphlet also has been in great demand. In Dayton, Ohio, the Superintendent of Public Instruction requested copies for distribution among the schools of the city. The teachers have familiarized themselves with it, and in some instances they are using it as a text-book. The text will become a part of the examination in one of the grades of the Normal School during the current year.

"Smallpox and Its Prevention" is the title of another health publication, which emphasizes the need of vaccination as a preventive measure, and of re-vaccination during epidemics. "Typhoid Fever and How to Prevent It" is another booklet whose character is indicated by its title. Publications of similar scope on diphtheria, scarlet fever and other pre-

ventable diseases are in course of preparation. There were prepared in 1913, "First Aid in the Home," by Major CHARLES LYNCH of the Medical Corps of the United States Army, and "All About Milk," by Professor MILTON J. ROSENAU, Professor of Preventive Medicine at Harvard University.

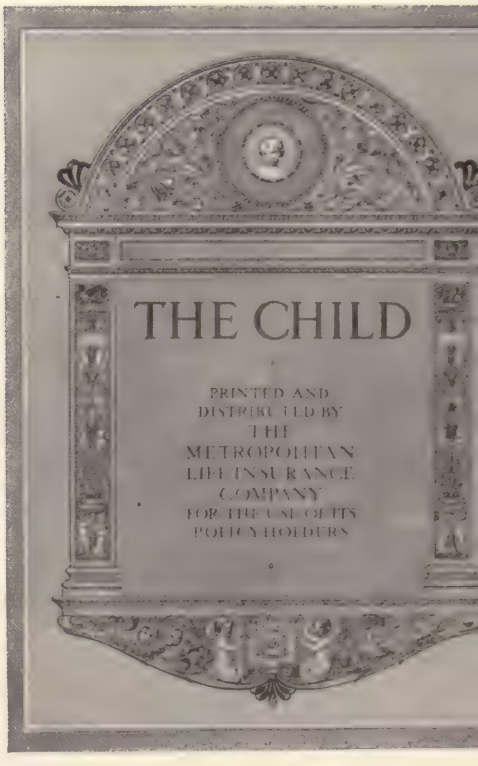
Most of the above mentioned publications have been distributed at the welfare exhibits which the Company has had during the last few years throughout the United States and Canada. To convey the underlying thought of the exhibit concretely, individual hygienic drinking cups, and circulars with reference to building shacks for outdoor sleeping, the fly evil, the care of babies and the result of bad milk, together with other health literature, have been distributed from the booths. At a number of fairs the Company erected emergency hospital tents, and visitors to the fair who were injured or became ill were treated by the nurse whom the Company had in attendance.

The Company has also prepared special exhibits for large expositions. Diplomas and gold medals were awarded the Company for the excellence of its exhibits at each of the following expositions:

International Exposition on Social Hygiene, Rome, Italy.

National Conservation Exposition, Knoxville, Tenn.

International Exposition on Safety and Sanitation, New York.



COVER OF "THE CHILD"

The Health of the Child

One of the most popular pamphlets issued by the Company is "The Child," which has been published in English, German, French, Polish, Italian and Yiddish. This booklet deals with domestic hygiene and the care of children in general; it describes the symptoms of children's diseases and makes it possible for the average mother to know which conditions are serious and require proper medical treatment without delay. The health officers of a number of cities have

advised the Company that they are mailing copies of "The Child" to mothers of infants whose birth is reported in the daily record. Physicians have requested supplies for distribution among their patients. The Recorder of one city in Tennessee requested enough copies to permit him to mail one with each semi-annual water bill sent by him to residents of his city. School teachers have requested copies for the mothers of their pupils. Many similar instances could be cited which indicate the great demand for this publication.

Another pamphlet, entitled, "Teeth, Tonsils and Adenoids," printed in six languages, has had a circulation of about 2,000,000 copies. The demand for it is constantly increasing. The International Committee of the Young Men's Christian Association has requested copies of this pamphlet for distribution among members of its health league. In some instances teachers in schools have offered prizes to the pupils writing the best composition on the contents of the publication. Thousands of copies have been sent, upon request, to school physicians, school superintendents and principals.

Visiting Nurse Service

The Company realized that literature in itself was insufficient for the complete development of its campaign of education and prevention. Accordingly, in June, 1909, it organized the Visiting Nurse Service, through which it sends visiting nurses into the homes of sick Industrial policy-holders. The visiting nurse, through her work, provides the element of personal contact between the policy-holder and the Company which is lacking in an educational endeavor conducted only through the distribution of literature.

At the end of December, 1913, the Visiting Nurse Service experiment was being conducted in approximately 1,725 cities and towns in the United States and Canada, and during the year 1913 approximately 1,150,000 visits were made to nearly 180,000 policy-holders, at a cost to the Company of approximately $570,000. Visits have been requested in the main for acute diseases and conditions where there is a strong possibility of recovery. Under this head may be included pneumonia, influenza, bronchitis and the various children's ailments. Maternity service is given after the mother has been insured one year.

Agents are supplied with circulars which are distributed to Industrial

policy-holders. These circulars explain in detail the object of the service, emphasizing the fact that it is administered absolutely without cost to Industrial policy-holders, and that visiting nurses are expected to act under the guidance of the physician in charge. Agents likewise provide each policy-holder with a mailing card addressed to the Company's local district office. The card is filled out and mailed by the policy-holder in case of need, and the visiting nurse calls at the earliest possible moment. A large number of cases, however, are reported directly by agents or over the telephone.

Under the rules of the service, a nurse is not permitted to make more than one visit unless a physician is in attendance. Where patients are too poor, however, to engage a physician, it frequently becomes the duty of a nurse to secure the voluntary service of some physician with whom she is acquainted, or to request the attendance of the city or county physician.

The Bureau of the Nursing System

Visiting nursing has demonstrated its value wherever it has been tried. The actual care and treatment given by the nurse are probably the least of her activities. Her work consists in spreading broadcast the principles of personal and domestic hygiene. She is well situated to make those suggestions as to ventilation, food, cleanliness of the person and of the home, etc., which contribute so much to the prevention of disease and the advancement of happiness.

The experiment has been conducted over too short a time to warrant conclusions as to its direct effect upon mortality. However, from letters which have been sent to the Company by physicians and grateful patients, it would seem that if it had not been for the care of the nurse many patients would not have been restored to health. Many lives have been saved, according to the reports of nurses and the letters of beneficiaries. The

Company is not attempting at present to determine the reduction of mortality which may have resulted from the Visiting Nurse Service, because it is satisfied that in any event the services of the nurses redound to the benefit and welfare of policy-holders.

Nurses are enabled often to use the Company's publications on tuberculosis, child hygiene and other subjects as texts during their visits to homes. The visiting nurse, in conjunction with the Company's literature, should produce eventually objective results. At present most of the evidence is subjective, but most satisfactory.

The Health and Happiness League

Toward the end of 1911, the Company organized what is known as "The Health and Happiness League." The aim is to teach young policy-holders the principles of hygiene in a way which will appeal to them. All policy-holders between the ages of 6 and 18 are eligible for membership in the league, provided they sign the following pledge:

HEALTH AND HAPPINESS LEAGUE BADGE

"I desire to be enrolled in the Health and Happiness League of the Metropolitan Life Insurance Company.

"And PLEDGE: That I will do all in my power to help the Metropolitan Life Insurance Company to improve the health of its policy-holders. That I will do all in my power to preserve my own bodily health and add to the happiness of others.

HEALTH AND HAPPINESS LEAGUE CERTIFICATE

"And I PROMISE: FIRST—I will wash my hands and face before each meal, and my mouth and teeth each morning and evening. SECOND—As spitting is unclean and helps to spread consumption and other dangerous diseases, I will not spit upon the public streets nor in public places. THIRD—I will not use a public drinking cup. I will use paper ones, or carry my own cup. FOURTH—I will destroy every house-fly I possibly can. FIFTH—I will never throw rubbish in the streets, as dirty streets make sick people. SIXTH—I will do something to help my mother every day. SEVENTH—I will try and do at least one kind act to some one every day. EIGHTH—I will permit no rude or offensive word to pass my mouth, even when provoked."

Each boy and girl who signs the pledge is awarded a certificate and a membership badge. The membership is constantly increasing. In June, 1914, it had passed 100,000.

Members have the opportunity to compete for prizes given for essays

HEALTH AND HAPPINESS LEAGUE, MIDDLETOWN, CONN.

on various topics. Teachers throughout the United States have considered these contests of sufficient merit to permit their pupils to write these essays as part of their regular school work.

Entertainments and outings have been arranged, in various cities, to which members of the league have been invited. During the course of the entertainment, instructive addresses are made to the children by physicians and others. At the outings, sports and contests of various kinds are arranged, and prizes are awarded to the winners. The Company's idea is to limit these contests to members, in order to make membership in the league and compliance with its principles more attractive.

In October, 1913, the Company made an experiment in various cities to determine the effect of league extension work among its boy and girl policy-holders. A special organizer was engaged for this purpose. The results so far have been satisfactory. In each community the children have been brought together in the Company's offices and a juvenile municipality has been formed. The officers and members of the juvenile municipality co-operate with the various city officials in reporting violations of city ordinances, in keeping the streets clean and in such other civic duties as can be undertaken by boys and girls. In each municipality the boys and girls have been offered the opportunity of joining hiking

clubs, the Boy Scouts, the Camp Fire Girls, nursing clubs, etc. The last named in particular, conducted by the Company's nurses in their respective towns, have been especially helpful in educating girls in the rudiments of home nursing and in the preparation of food for the sick.

The purposes of the Boy Scouts of America fit in so well with those of the Health and Happiness League that the Company, in November, 1913, in co-operation with the former organization, made the following offer to all boy members of the Health and Happiness League joining the Boy Scouts, and vice versa: a Scout Handbook, a Service Badge after one year's satisfactory membership in both organizations, and a year's

Health and Happiness League, Lenoir City, Tenn.

subscription to "Boys' Life" to all boys who become active First Class Scouts and have been members of the Health and Happiness League for at least one year.

It is hoped through these activities to interest every child policy-holder in the purposes of the league, in order that its great possibilities may be fully realized.

Organized Recreation

In the summer of 1912, one of the Company's superintendents in St. Louis, Mo., held a picnic for policy-holders in his district. This picnic proved to be so splendid a success that the Company sent out a special letter to its superintendents, early in 1913, advocating such picnics and offering financial help to superintendents who conducted them. This

was done in the belief that outings of this kind are helpful in bringing about a friendly feeling between agents and policy-holders. As a result, twelve picnics were held in the summer of 1913, with an estimated attendance of 75,000 policy-holders. These picnics were so successful that there is every indication that a constantly increasing number will be held from year to year. Their value in bringing about social intercourse among policy-holders cannot be overestimated.

Co-operation with Home Builders

The Company for several years has endeavored to encourage the building of sanitary homes for workingmen. After a careful study of the systems in force in Belgium and in Germany, whereby insurance organizations loan money on mortgages to the purchasers of homes, the Company in 1911 voted to appropriate $650,000 to be loaned on mortgages to the purchasers of small homes. Arrangements were made with a Realty Company to erect homes of this kind in Mapleton, a section of Brooklyn, N. Y. The terms offered to purchasers are of the most liberal nature.

At the date of writing the Company has loaned on 54 houses, every one of which has been sold. The selling price of the houses, $5,500, included the single premium on a life insurance policy under which, if the insured dies before the mortgage is fully paid up, the property reverts free and clear of all incumbrances to the estate. In this scheme the lowest possible premium necessary to protect the property is secured. For a purchaser at age 30, the single premium for the mortgage of $3,250 approximates $300. While, as stated above, this is included in the original cost of the house, the insurance is not compulsory, and if the purchaser does not desire this protection the house is sold to him for $5,500 less the cost of a single premium.

Quite recently the Company made another experiment in encouraging the erection of workingmen's homes, a plan which offers splendid opportunities for the constructive investment of insurance funds. A few months ago a contract was made with the Goodyear Tire and Rubber Company of Akron, Ohio, under which $86,000 has been loaned by the Metropolitan for the construction of fifty houses on the outskirts of Akron.

At the request of the Goodyear Company, the Metropolitan has arranged to place insurance on the lives of the purchasers of the Goodyear

Heights houses. The insurance policy will be similar to the one placed on the Brooklyn houses above referred to, namely, a single premium term policy with annually decreasing amounts of insurance sufficient to cover the unpaid mortgage.

It is hoped that this activity on the part of the Metropolitan will be of material aid in helping to solve the problem of housing economically and efficiently the working class in the United States.

Lower Cost of Burial

Proper burial at a reasonable cost is an important question affecting workingmen and their families. The Company has refused to have dealings with undertakers presenting claims for payment, and has followed the consistent policy of recognizing only the beneficiaries of the deceased. In too many cases undertakers make it a point to ascertain the amount of insurance on the life of an adult or a child whom they are called upon to bury, and adjust their charges to the amount of the policy. In the hope of overcoming this condition, the Company some time ago sent out a letter to the undertakers in New York City offering to bring to the notice of policy-holders the names and addresses of undertakers willing to make a definite charge for burial. It did this in the belief that the business of undertaking should be conducted on the same basis as other business, and that the working classes should know in advance what the cost of burial would be, should death enter the home. Favorable replies were received from a number of undertakers, but the matter was finally laid before the New York City Undertakers' Association, who advised the Company that their association deemed it inexpedient to meet with the proposal, since to do so would be in direct opposition to the most important factor in their code of ethics, relating to advertising goods and prices. Under the circumstances, the Company temporarily abandoned its effort to secure burial for policy-holders at low cost, but it hopes to agitate the matter again in the near future.

Emergency Relief

Emergency relief by the Company has also been extended in many instances to policy-holders. As was said in connection with the Claim Division, there is never a great flood, a conflagration, a disaster at sea, or a railroad catastrophe in which there are not some who hold policies

in the Metropolitan. It has often happened that some great disaster has taken by fire, by flood or by tornado, all the property of many policy-holders, leaving them homeless and helpless.

In 1902 the disastrous strike of the anthracite coal miners of Pennsylvania occurred, and the cessation of wages compelled many thousands of policy-holders to discontinue payment of premiums. The Company, however, throughout the continuance of the long strike and for some time thereafter, treated lapsed policies in the afflicted districts exactly as if they were in force, and honored all death claims as readily as if premiums had been regularly paid. Similar action was taken by the Company in connection with the Fall River strike in 1905, the San Francisco earthquake in 1906, the Chelsea fire and the Kentucky floods in 1908. On the day following the "Triangle" fire in New York City in March, 1911, the Company sent its cheque for $2,500 to the Red Cross Emergency Committee to be used for the relief of policy-holders who were victims of the fire. During the epidemic of typhoid fever in Torrington, Conn., in 1911, the Company sent a special nurse to look after Industrial policy-holders suffering from the disease. At the time of the fire in Bangor, Me., the Company telegraphed its representatives to give immediate help to policy-holders who were sufferers from the fire and to give them financial assistance to re-establish themselves. After the floods in Memphis in April, 1912, the Company authorized the Emergency Relief Committee to distribute milk daily to the children of refugees in the temporary camp outside of Memphis, in the belief that many of these might be policy-holders of the Company.

At the time of the "Titanic" disaster the Company gave to the New York City Relief Committee, free of charge, the use of rooms in the Home Office, with telephone service and stenographers. The work of raising the fund for the survivors was carried on from the Metropolitan Building, and from it the fund was distributed to those who were in need.

Similarly, as soon as the Company received word regarding the floods which occurred in Ohio in 1913, it immediately established relief headquarters in a large city in that state, and spent thousands of dollars in materially aiding policy-holders who were homeless or ill from the effects of the flood. At the time of the Omaha tornado, the Company again came to the rescue of those who had been affected. When word came of the cyclone in Regina, Canada, the Company sent money by telegraph to its representatives for distribution among policy-holders.

On many other occasions where distress, although perhaps not so widespread, has been no less keen, the Company has adopted such measures as have seemed appropriate for the relief of policy-holders. In 1914 Salem, Mass., was devastated by a great fire. The Company's representatives were promptly on the spot and aided agents and policy-holders, and several thousand dollars were appropriated by the Company for their benefit. Owing to state aid and public benefactions the actual cash expenditure fell far short of the appropriation, but a good deal of assistance was given and generous arrangements made as to payment of death claims and keeping insurance in force.

Co-operation with Social Agencies

The Metropolitan has not only instituted its own extensive programme of welfare work; it has for a number of years co-operated with various public and private social agencies with a view to promoting the general welfare of the people. The following activities will serve as illustrations in this direction.

Some time ago the Company printed for the State Charities Aid Association of New York 100,000 pamphlets on tuberculosis, one-half of which the association sent out. The other half was distributed by the Company's agents. A few years ago the Company circulated in New York State 40,000 pamphlets on "The Prevention of Blindness," in co-operation with the public authorities. For the guidance of its superintendents and for the benefit of its policy-holders in New York City, the Company distributed "Milk Station Cards" at the request of the Babies' Welfare Association. At the request of the Committee on the Prevention of Tuberculosis, the Company supplied them with 100,000 folding drinking cups for their traveling exhibit. In 1913 and 1914 the Company distributed 20,000,000 sanitary drinking cups in the cars on the New York Central and Big Four Railroad lines. At the request of the Brooklyn branch of the Young Men's Christian Association, 10,000 copies of the Company's fly circulars were distributed in moving-picture theaters.

In order to bring home to policy-holders residing in New York City the opportunities afforded them for obtaining employment, the Company printed two circulars calling attention to the National Employment Exchange. The Company's agents distributed 250,000 copies of the one circular in the hope that all those who were not employed might secure

employment, and 50,000 copies of the other circular in the belief that some of our policy-holders might know of positions to be filled.

Co-operation with Health Agencies

Early in 1909, in co-operation with the Health Department in New York City, 250,000 pamphlets on "The Summer Care of Babies" were distributed by the Company's agents among its policy-holders. In the same year 2,500 booklets on consumption, issued by the Vermont State Board of Health, were distributed by the Company's agents in Vermont. Similarly, 6,000 circulars on health and consumption were circulated in Burlington, N. J. In other instances the Company's agents have distributed literature of diverse character for boards of health throughout the country.

The Company has also been deeply interested in all legislation tending toward the improvement of the industrial classes in the United States. The Esch bill should be particularly mentioned. This bill was finally enacted into a law, imposing a prohibitive tax on the use of white phosphorus—a substance very injurious to health—in the manufacture of matches. When the Esch bill was before Congress, the Company instructed its superintendents throughout the United States to write to their Congressmen advocating the passage of this bill. This was done, after an investigation had been made by the Company's physicians in cities and towns in which match factories were located, to determine the prevalence of phosphorus necrosis. The agents were also actively interested in stimulating public opinion in favor of placing this law on the statute books.

In the course of the Company's co-operation with health authorities, very interesting results were obtained in Chicago, Cleveland, Peoria and a number of other cities.

In 1909, a referendum was made to the voters of Chicago, by the city council, for authority to build a municipal sanatorium. The Company's agents distributed 500,000 "Little Ballots" to its policy-holders in that city, attracting their attention to the need for such an institution. The vote cast in favor of the sanatorium was over five to one, and there is no doubt that the Company's activities had a decisive effect upon this result. The following year, upon request of the municipal authorities of Cleveland, the Company's agents again distributed "Little Ballots,"

with the result that the authorization of bonds for the construction of a tuberculosis sanatorium was carried by an overwhelming majority. The general superintendent of the Department of Safety of Cleveland subsequently wrote the Company a letter expressing his belief that the Company's agents had contributed largely to the result. Campaigns along this line in other cities were similarly successful.

In the spring of 1913 the Commissioner of Health of New York City decided to conduct a "Clean-up" campaign. The purpose was the improvement of the general sanitary condition of the city. The removal of all rubbish and dirt from rooms, cellars, airshafts, hallways and odd corners of houses was urgently requested. The Company, upon learning of this movement, immediately promised its co-operation to the Health Commissioner. It prepared many thousands of circulars—which were later distributed among policy-holders—urging them to aid in the campaign, and describing very apt and suggestive illustrations as to what each individual could do in order to make the undertaking a success. The superintendents of New York City were convened at a meeting at which all necessary information and instructions were given regarding the clean-up movement. The circulars which the Company had prepared and those given out by the Board of Health were widely distributed by the Company's agents. The affair was a huge success, and the Health Department, by letter, attributed this, in great measure, to the efficient co-operation by the Company and its agents. This work was repeated in 1914.

Realizing the great social value of similar campaigns in other cities, the Company sent letters to its superintendents throughout the country suggesting that they take up the matter with either the mayor or the health officer of their respective cities. The results accomplished were most gratifying. In eleven cities the suggestion of the Metropolitan superintendents was directly responsible for the institution of a "Clean-up" campaign. In twenty-four other cities the Company aided very materially by the distribution, through its agents, of its own literature and of that of the local boards of health. In a number of cities house-cleaning campaigns had already been conducted, but the authorities thanked the Company for its intention to co-operate with them, and stated that they would be very glad to make use of its offer in future campaigns. In several instances the local newspapers commented very favorably upon the Company's hearty co-operation.

In the city of St. Louis, in order to bring home forcibly to policy-holders the merits of the new tenement house law, the Company distributed 100,000 copies of a specially prepared circular in which the tenants' rights under the law were emphasized. In a communication recently received by the Company from the secretary of the St. Louis Civic League the statement is made that many violations of the tenement house law have been reported to the Department of Health, and in his opinion many of these have been the result of the distribution of the Company's circulars.

At the state election of November, 1913, policy-holders in the State of New York were asked to vote on Amendment No. 2, relating to the subject of the compensation for injuries to workmen. In the belief that it was in the interest of policy-holders in New York State, the Company distributed 414,000 copies of a special circular, requesting that they vote for this amendment. It is interesting to note, in this connection, that the vote cast for the four amendments which were submitted at the November election was as follows:

Amendment No. 1.....	424,928	Amendment No. 3.....	389,971
Amendment No. 2.....	**510,914**	Amendment No. 4.....	486,264

It is believed that the excess of votes for Amendment No. 2 was due largely to the distribution of the Company's circulars.

It may also be mentioned here that in February, 1914, the Company sent letters to all superintendents and medical examiners in Maryland and Kentucky, asking them to write to their representatives in the legislature advocating the Full-time Health Service bills. This action was taken by the Company at the request of Dr. JOHN S. FULTON, secretary of the Maryland State Board of Health, and Dr. A. T. MCCORMACK, secretary of the Kentucky State Board of Health.

Plans are at present being completed for still further co-operation with health officers. The Company has recently sent a letter to health officers in all cities throughout the United States and Canada in which there is a population of 20,000 and over, offering the services of its agents in the distribution of literature to policy-holders in any campaign conducted for the improvement of the health conditions in the respective communities. The Company is confident that through its organization and through its contractual relations with its policy-holders, which permit its agents to visit the homes of its policy-holders weekly, it can be of

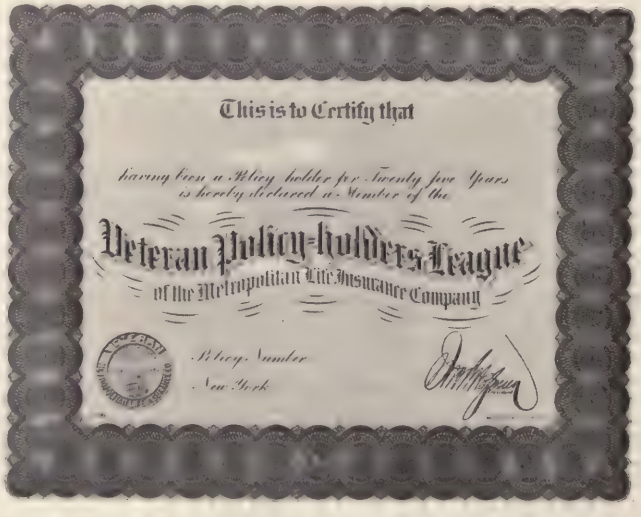
great service to health officers in stimulating the masses of their citizens to carry out health programmes which they may have under way. At the time of writing, a large number of letters has already been received by the Company from health officers expressing their willingness to co-operate with the Company and commending it upon its activities in this direction.

Veteran Policy-holders' League

At the end of May, 1914, the Metropolitan Life Insurance Company organized what is known as the Veteran Policy-holders' League, in celebration of the seventieth birthday of Mr. JOHN R. HEGEMAN, the Company's Veteran President.

Membership in the League is limited to policy-holders whose policies have been in force at least twenty-five years. Each member receives a beautiful badge, together with a handsome membership certificate; photographs of each are shown herewith.

As there are approximately 430,000 policies in force over twenty-five years, the membership in the Veteran Policy-holders' League can grow to goodly proportions.


This is to Certify that
having been a Policy holder for Twenty five Years
is hereby declared a Member of the
Veteran Policy-holders League
of the Metropolitan Life Insurance Company
Policy Number
New York

BADGE AND CERTIFICATE OF MEMBERSHIP,
VETERAN POLICY-HOLDERS' LEAGUE

Literature of the Company

A List of the Company's Publications and Papers by its Officers—The Company—General Insurance—Industrial Insurance—Child Insurance—Social Welfare—Public Health—Company Management—Actuarial and Medical—The Company Building—Better Health for Policy-holders—Relations with Supervising Officials.

The Metropolitan's Literature

THE Company has made many contributions to the literature of the insurance world through its officers and various members of its staff. These contributions touch many phases of the business. Some are technical, others are written in a popular vein. They include papers, addresses and books on the scientific side of life insurance broadly speaking, on the aims and spirit of the Metropolitan in particular and on welfare topics. Many are important in the general campaign for improved health conditions in which the Metropolitan has become a leader. Herewith is given a list of the more important, together with sundry notable contributions by others which the Company has published.

THE COMPANY

Extract from the Concluding Remarks of the President at the Evening Session of the Convention of Superintendents of the Metropolitan Life Insurance Company. 1899.

Statement to the Board of Directors, October, 1901, on the Completion of Ten Years in Office of the Present Executive.

The Light That Never Fails—Triennial Convention Address. HALEY FISKE, Vice-President. 1910.

A True Picture of the Company, its History, Aims and Present Position. Sequel to the Triennial Convention Address of 1910. HALEY FISKE, Vice-President. 1911.

Twenty Years of Administration. HALEY FISKE, Vice-President. 1912.

The Metropolitan Family at Home and Abroad. HALEY FISKE, Vice-President. 1914.

Welfare Work Conducted for Employees.

Tuberculosis Sanatorium for Employees.

A Benefit to Humanity. Most Reverend JOHN IRELAND, D.D., Archbishop of St. Paul. Address, Triennial Convention. 1913.

The Model Superintendent. GEORGE H. GASTON, Second Vice-President.

Addresses at the Superintendents' Annual Dinner. 1912.

Proceedings of the Annual Convention. 1913.

Departmental Reports—Welfare Department, Statistical Bureau and Dispensary.

The Metropolitan (Quarterly Magazine).

GENERAL INSURANCE

Remarks of JOHN R. HEGEMAN, President, at the Decennial Banquet of the Actuarial Society of America. 1899.

Remarks of JOHN R. HEGEMAN, President, at the Banquet Commemorative of the Fortieth Anniversary of the Equitable Life Assurance Society. 1899.

A Brief Review of the Life and Work of HENRY B. HYDE, President, Equitable Life Assurance Society. JOHN R. HEGEMAN, President. 1899.

Relation of Companies and Agents to the Policy-holders. HALEY FISKE, Vice-President. Address before National Association of Life Underwriters, Cincinnati. 1902.

Remarks of JOHN R. HEGEMAN, President, at the Banquet of the Fourth International Congress of Actuaries. 1903.

Life Insurance Notes. HALEY FISKE, Vice-President. Address before Life Underwriters' Association of New York. 1906.

Address before the Life Underwriters' Association of New York. GEORGE H. GASTON, Second Vice-President. 1908.

Workingmen's Insurance in Europe. LEE K. FRANKEL, Sixth Vice-President, and MILES M. DAWSON.

Life Insurance Taxation and Legislation. HALEY FISKE, Vice-President. Address before Annual Meeting of Association of Life Underwriters of Baltimore. 1909.

Insurance Against Tuberculosis. LEE K. FRANKEL, Sixth Vice-President. 1910.

Opening Address of JOHN R. HEGEMAN at the Fifth Annual Convention of the Association of Life Insurance Presidents. 1911.

Address delivered on the Occasion of the Twenty-fifth Anniversary, Pittsburgh Life Underwriters' Association. GEORGE H. GASTON, Second Vice-President. 1911.

The Widening Sphere of the Life Insurance Company's Usefulness. GEORGE H. GASTON, Second Vice-President. 1912.

Luxuries or Necessities, Which Do You Insure For? FREDERICK F. TAYLOR, Fifth Vice-President. 1912.

The Business of Insurance. Ed. by HOWARD P. DUNHAM. Chapter 30, "Stock Life Insurance." JAMES M. CRAIG, Actuary.

The Insurability of Women. LOUIS I. DUBLIN, Statistician. 1913.

Possibilities of Reducing Mortality at the Higher Age Groups. LOUIS I. DUBLIN, Statistician. 1913.

An Experiment in the Compilation of Mortality Statistics. LOUIS I. DUBLIN, Statistician, and EDWIN W. KOPF, Chief Clerk. 1913.

The Correspondence Course in Life Insurance Conducted by the Metropolitan Life Insurance Company. LOUIS I. DUBLIN, Statistician. 1914.

The Principles of Life Insurance (Correspondence Course). LEE K. FRANKEL, Sixth Vice-President, and LOUIS I. DUBLIN, Statistician.

INDUSTRIAL INSURANCE

Industrial Insurance. Address before the National Convention of Insurance Commissioners, Milwaukee. JOHN R. HEGEMAN, President. 1898.

Industrial Insurance. HALEY FISKE, Vice-President. Reprint from Charity Review. 1898.

Industrial Insurance. Reprint from Encyclopedia Americana. HALEY FISKE, Vice-President. 1905.

Industrial Insurance. HALEY FISKE, Vice-President. Testimony before Armstrong Committee. 1905.

Industrial Insurance and Savings Bank Insurance. HALEY FISKE, Vice-President. Address before the Joint Insurance Committee of Massachusetts Legislature. 1907.

Industrial Insurance by Private Companies. HALEY FISKE, Vice-President. Address before National Civic Federation. 1908.

Industrial Insurance, Its Field Organization and Management. GEORGE H. GASTON, Second Vice-President.

Metropolitan and the Wage-earners. HALEY FISKE, Vice-President. Address. 1909.

Industrial Insurance. LEE K. FRANKEL, Sixth Vice-President. 1909.

The Future of Industrial Life Insurance. HALEY FISKE, Vice-President. 1911.
Industrial Insurance in the United States. JAMES M. CRAIG, Actuary. 1911.
The Industrial Agent's Opportunity. GEORGE H. GASTON, Second Vice-President. 1912.
The Metropolitan and its Policy-holders. 1897.
Profits of Industrial Insurance. HALEY FISKE, Vice-President.
Savings Bank Insurance. JAMES M. CRAIG, Actuary. 1912.

CHILD INSURANCE

Infantile Industrial Insurance. Argument before Insurance Committee of Senate and House of Tennessee Legislature. 1895.
The Insurance of Children. HALEY FISKE, Vice-President. Address before Joint Committee of Insurance in Massachusetts Legislature. 1895.
Profits of Child Life Insurance. HALEY FISKE, Vice-President. 1895.
Letters of Bishop GRAFTON, Defending Child Insurance. 1902.
Child Insurance in the Legislatures. 1909.
Memorandum on the Pending Bill Relating to Child Insurance—Colorado. LEE K. FRANKEL, Sixth Vice-President. 1913.

SOCIAL WORK

Life Insurance Companies and Welfare Work. HALEY FISKE, Vice-President. Address before the Life Underwriters' Association of Canada. 1912.
Industrial Insurance in Relation to Welfare Work. LEE K. FRANKEL, Sixth Vice-President. 1910.
Industrial Insurance as an Educational Factor. GEORGE H. GASTON, Second Vice-President. 1898.
Insurance and Home Building. LEE K. FRANKEL, Sixth Vice-President. 1911.
Financing the Small House. LEE K. FRANKEL, Sixth Vice-President. 1912.
How Insurance Companies Can Help Housing. LEE K. FRANKEL, Sixth Vice-President. 1913.
Conservation of Life by Life Insurance Companies. LEE K. FRANKEL, Sixth Vice-President. 1913.
Popularizing Health Conservation. LEE K. FRANKEL, Sixth Vice-President. 1913.
Corporate Welfare Work. LEE K. FRANKEL, Sixth Vice-President. 1913.
The Influence of Private Life Insurance Companies on Tuberculosis. LEE K. FRANKEL, Sixth Vice-President. 1913.
Visiting Nursing from a Business Organization's Standpoint. LEE K. FRANKEL, Sixth Vice-President. 1913.
Industrial Insurance and Its Relation to Child Welfare. LEE K. FRANKEL, Sixth Vice-President. 1913.
Education of School Children in the Principles of Hygiene. LEE K. FRANKEL, Sixth Vice-President. 1913.
Industrial Insurance the Basis of Industrial Hygiene. LEE K. FRANKEL, Sixth Vice-President. 1912.
Occupational Hygiene. LEE K. FRANKEL, Sixth Vice-President. 1913.

PUBLIC HEALTH

Insurance Companies and Public Health Activities. LEE K. FRANKEL, Sixth Vice-President. 1913.
The Registration of Vital Statistics and Good Business. LOUIS I. DUBLIN, Statistician. 1913.
The Full Time Health Officers and Rural Hygiene. LOUIS I. DUBLIN. 1913.

The Reporting of Disease. LOUIS I. DUBLIN. 1914.

Why States Should Support Vital Statistics. LOUIS I. DUBLIN. 1914.

What Every Public Health Nurse Should Know. ELIZABETH STRINGER, R.N., Interstate Supervising Nurse. 1914.

COMPANY MANAGEMENT

The Duties of a Superintendent. HALEY FISKE, Vice-President. 1906.

Instructions to Medical Examiners and Medical Inspectors. 1904.

Assistants or Deputies—Which? FREDERICK F. TAYLOR, Fifth Vice-President.

Policies and Plans. HORACE M. WALTON, Ordinary Department. 1912.

Manual for Superintendents and Assistant Superintendents. 1908.

Instruction Book for the Exclusive Use of Agents. 1911.

Nursing Service Manual. 1914.

ACTUARIAL AND MEDICAL

Observations on Impaired Lives. JAMES M. CRAIG, Actuary. Proceedings of the Actuarial Society of America. 1890.

Cost of Insurance. JAMES M. CRAIG, Actuary. Proceedings of the Actuarial Society of America. 1897.

Decreasing Death Rates Due to Certain "Causes of Death" Only. CHAS. G. REITER, Asst. Actuary. Transactions of the Association of Life Insurance Medical Directors of America. 1909.

On the Apparently Unchanged Death Rate within Recent Years among Risks Insured in this Country under Ordinary Policies. J. D. CRAIG, Asst. Actuary. Transactions of the Association of Life Insurance Medical Directors of America. 1910.

Formula for Obtaining the Cost of Insurance with its Application in a Method of Computing the Values of Cancelled Policies. J. D. CRAIG, Asst. Actuary. Transactions of the Association of Life Insurance Medical Directors of America. 1906.

Actuarial Analysis of the Cost of Maintaining Various Forms of Insurance Relationship. Submitted to the Public Policy Committee of the National Electric Light Association. J. D. CRAIG, Asst. Actuary. 1912.

Clinical Examination of the Urine. J. BERGEN OGDEN, M.D., Asst. Medical Director. 1901.

The Significance of Some Urinary Constituents. J. BERGEN OGDEN, M.D., Asst. Medical Director. Transactions of the Association of Life Insurance Medical Directors of America. 1912.

The Preservation of the Urine. J. BERGEN OGDEN, M.D., Asst. Medical Director. *Boston Medical and Surgical Journal.* 1905.

A Plea for Uniformity of Tests for Albumin and Sugar Among Medical Examiners. J. BERGEN OGDEN, M.D., Asst. Medical Director. Read before the Association of Life Insurance Medical Directors. 1907.

Discussion of Paper on "A Few Practical Observations the Result of Eight Thousand Examinations of the Urine." Doctor WILLIAM MUHLBURG. J. BERGEN OGDEN, M.D., Asst. Medical Director. Transactions of the Association of Life Insurance Medical Directors. 1913.

THE METROPOLITAN BUILDING

The Metropolitan Life Building. 1910.

"A Wonderful Village," from the Utica, N. Y., *Observer.* 1911.

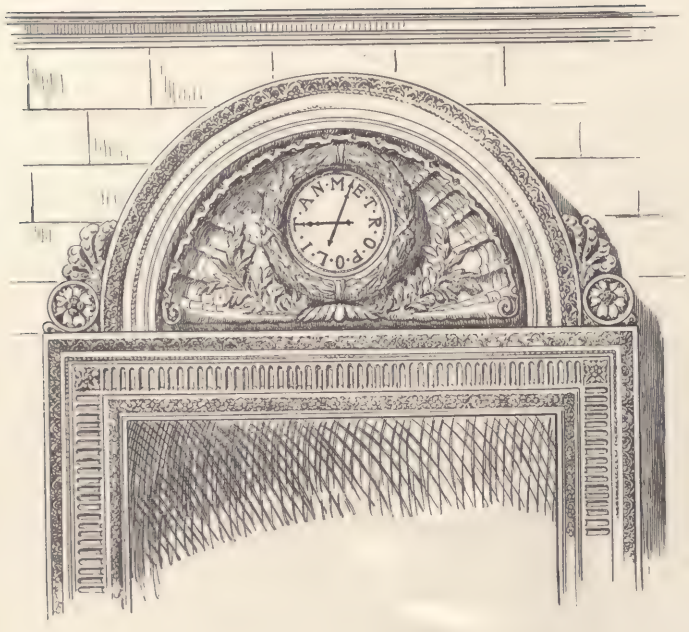
Remarks of JOHN R. HEGEMAN at the Banquet of the Metropolitan Life Insurance Company in Commemoration of the Completion of the Home Office Building. 1910.

BETTER HEALTH OF POLICY-HOLDERS

A Friend in Need is a Friend Indeed. 1898.
The Health of the Worker—also printed in French. Prof. C. E. A. WINSLOW.
A War on Consumption.
List of Tuberculosis Sanatoria.
Directions for Living and Sleeping in the Open Air. Dr. THOS. S. CARRINGTON.
Fake Consumption Cures. Dr. PHILIP P. JACOBS.
Smallpox and its Prevention—also printed in French.
Typhoid Fever and How to Prevent It—also printed in French.
First Aid in the Home. Major CHARLES LYNCH.
The Child—also printed in German, French, Italian, Polish and Yiddish.
Teeth, Tonsils and Adenoids—also printed in German, French, Italian, Polish and Yiddish. Dr. GEORGE W. GOLER.
All About Milk. Prof. MILTON J. ROSENAU.
A Magic Book of Health Rules.
Health and Happiness League Pledge Folder.
Welfare Work Conducted for Policy-holders.
Visiting Nurse Service Conducted for Policy-holders.
If You Have a Baby, Place This Where You Will See It Every Day.
From Flies and Filth and Fever to Food.
A Day in the Life of a Fly
Dirty and Clean Milk.
If You Had Consumption, etc.
How to Build a Small Open-Air Sleeping Shack.
Health Campaign.
Folding Cups.
Wax Cups.
Some Facts About Scarlet Fever.
Some Facts About Measles.
Whooping Cough.
Quarantine.
Trachoma.
Children in Danger.
"Clean-up" Circular.

RELATIONS WITH SUPERVISING OFFICIALS

Report of Official Examination of Metropolitan Life Insurance Company by the Insurance Department. 1894.
Report of the Superintendent of Insurance of the State of New York on the Triennial Examination of the Metropolitan Life Insurance Company. 1911.
Report of the Superintendent of Insurance of the State of New York on the Triennial Examination of the Metropolitan Life Insurance Company. 1914.
Correspondence between the Commissioner of Insurance and Banking of Texas and the Metropolitan Life Insurance Company. 1908.
Extracts from Official Reports of State Superintendent and Commissioners of Insurance.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Sample Policies

INDUSTRIAL ORDINARY INTERMEDIATE DISABILITY

Industrial Rates are Based upon the Company's Own Mortality Experience, with an Exposure of 48,508,562 Years of Life. Intermediate Rates are also Based on the Company's Experience, with an Exposure of 819,833 Years of Life. Experience in Both Departments Adopted as Standards for Valuation of Industrial and Intermediate Policies by the State of New York. Disability Rates in Tables were Prepared by the Company on Investigation in Europe and America.

METROPOLITAN LIFE PRESS
48455

Metropolitan Life Insurance Company,

HOME OFFICE: NEW YORK CITY.

SIGILLUM CIVITATIS NOVI EBORACI

INCORPORATED AS A STOCK COMPANY BY THE STATE OF NEW YORK

In Consideration of the payment of the premium mentioned in the first schedule below, on or before each Monday, until the premiums shall have been paid for the full period named in the said schedule, **Both Hereby Agree**, subject to the conditions below and on page 2 hereof, each of which is hereby made a part of this contract and contracted by the insured and beneficiary to be a part hereof, and with the privileges and concessions to policy-holders on page 3 hereof, which are hereby made part of this contract, to pay upon receipt of proofs of the death of the insured made in the manner, to the extent and upon the blanks required herein, and upon surrender of this Policy and all Receipt Books, the amount stipulated in said schedule. Provided, however, that no obligation is assumed by the Company prior to the date hereof, nor unless on said date the insured is alive and in sound health. Should the proposed insured not be alive or not be in sound health on said date, any amount paid to the Company as premiums hereon shall be returned.

And Both Further Agree, subject to the conditions aforesaid, that if the weekly premiums shall have been paid for the full period named in the said first schedule, payment of the said weekly premium may be continued for one or more additional successive periods under the conditions prescribed in the second schedule below, in which event this Policy shall thereupon become an endowment policy for the amount named in said first schedule, payable to the insured as provided in said second schedule.

The Company may grant any non-forfeiture privilege provided herein, or, in case of the death of the insured at any time while this Policy is in force the Company may pay the amount due under this Policy, to either the beneficiary named below or to the executor or administrator, husband or wife, or any relative by blood or connection by marriage of the insured, or to any other person appearing to said Company to be equitably entitled to the same by reason of having incurred expense on behalf of the insured, or for his or her burial; and the production of a receipt signed by either of said persons shall be conclusive evidence that all claims under this Policy have been satisfied.

Name of beneficiary and relationship to the insured,

First Schedule above referred to.

Number of Policy	Date	Name of the Insured

Age next birthday	Weekly premium	Amount of Insurance	When premiums shall have been paid for the period stated hereunder, this Policy shall become a free policy payable at death, upon which no further payment of premiums need be made. If, however, the holder elects to pay further premiums, the provisions of the second schedule below shall be in force.
25 years	25 cents	$250	13 Years 30 Weeks

One-half only of the above sum payable if death occur within six calendar months from date, and the full amount if death occur thereafter

Second Schedule above referred to.

	Years	Weeks
Additional weekly premiums required to make the Policy fully paid up as an endowment for $250 payable at age 70 or prior death.	0	39
Additional weekly premiums required after the Policy is fully paid up as an endowment for $250 payable at age 70 to make it fully paid up as an endowment payable at age 65 or prior death.	0	43
Additional weekly premiums required after the Policy is fully paid up as an endowment for $250 payable at age 65 to make it fully paid up as an endowment payable at age 60 or prior death.	1	18
Additional weekly premiums required after the Policy is fully paid up as an endowment for $250 payable at age 60 to make it fully paid up as an endowment payable at age 55 or prior death.	2	6

In Witness Whereof, the said Metropolitan Life Insurance Company has, by its President and Secretary, signed and delivered this Policy on the date named in the said schedule.

Jas. S. Roberts
Secretary.

President

Adult Limited Payment Life
Convertible into Endowment.
Non-Participating.
Form 919 C. —— Ed. 9-1913. [9-13]
Ages 23 to 29.

Conditions.

If the age of the insured is not correctly stated herein, any amount payable hereunder and the term for which premiums must be paid shall be such as the premium paid would have provided for at the correct age.

This Policy contains the entire agreement between the Company and the insured and the holder and owner hereof. Its terms cannot be changed or its conditions varied, except by a written agreement, signed by the President or Secretary of the Company. Therefore, Agents (which term includes Superintendents and Assistant Superintendents) are not authorized and have no power to make, alter or discharge contracts, waive forfeitures, or receive premiums on policies in arrears more than four weeks, or to receipt for the same in the Receipt Book, and all such arrears given to an Agent shall be at the risk of those who pay them, and shall not be credited upon the Policy, whether entered in the Receipt Book or not.

If this Policy be assigned or otherwise parted with, or if any erasure or alteration be made herein, except by endorsement signed by the Secretary; or if any premium shall not be paid when due, this Policy shall be void. And it is agreed that the foregoing provision which avoids the Policy in case any premium shall be overdue, shall not be considered in any respect waived by any act of grace by the Company in the acceptance of overdue premiums upon this or any other Policy.

Unless otherwise stated in the blank space below in a waiver signed by the Secretary, this Policy is void if the insured before its date has been rejected for insurance by this or any other company, order or association, or has been attended by a physician for any serious disease or complaint; or has had before said date any pulmonary disease, or chronic bronchitis, or cancer, or disease of the heart, liver or kidneys; or if any Policy on the life of the insured has been issued by this Company and is in force at the date hereof, unless this Policy contains an endorsement signed by the Secretary that such prior Policy may be in force. The Company shall not be presumed or held to know of the existence of any previous Policy, and in such case the issue of this Policy shall not be deemed a waiver of this condition.

If this Policy is or shall become void, all premiums paid shall be forfeited to the Company, except as provided on page 3.

Proofs of death under this Policy shall be made upon blanks to be furnished by the Company and shall contain answers to each question propounded to the claimant, physicians and other persons, and shall contain the record, evidence and verdict of the Coroner's inquest, if any be held. All the contents of such proofs of death shall be evidence of the facts therein stated in behalf of, but not against the Company.

Form 919. 11-10.

Privileges and Concessions to Policy-holders.

OPTION TO SURRENDER WITHIN TWO WEEKS. If the terms of this Policy are not satisfactory or if its conditions are not accepted and agreed to, the Policy may be surrendered for cancellation at the office of the Superintendent of the district (his address appears on the Premium Receipt Book covering this Policy), within two weeks from the date hereof; and if so surrendered within said period, the premiums paid hereon will be refunded.

ALLOWANCE FOR DIRECT PAYMENT OF PREMIUMS. Should the weekly premiums on this Policy be paid direct to the Home Office, or at a District Office, without cost to the Company, for a period of one year, the Company will, at the expiration of such year, pay to the policy-holder a sum equal to ten per cent. of the year's premiums so paid, and thereafter upon further payments in the same way the Company will make, at intervals fixed by the Company, a similar ratio of allowance to the policy-holder.

INCONTESTABILITY. This Policy shall be incontestable after one year, except for fraud or misstatement of age.

GRACE PERIOD. A grace of four weeks shall be granted for the payment of every premium after the first, during which time the insurance shall continue in force. If death occur within the days of grace, the overdue premiums shall be deducted from the amount payable hereunder, but neither this concession nor the acceptance of any overdue premium shall create an obligation on the part of the Company to receive premiums which are in arrears over four weeks.

REVIVAL. Should this Policy become void in consequence of non-payment of premium, it may be revived, if not more than fifty-two premiums are due, upon payment of all arrears and the presentation of evidence satisfactory to the Company of the sound health of the insured.

CHANGE OF BENEFICIARY. Subject to the approval of the Company, the insured, at any time during the continuance of this Policy, provided the Policy be not then assigned, may change the beneficiary or beneficiaries, by written notice to the Company at its Home Office, accompanied by this Policy, such change to take effect on the endorsement of the same on the Policy by the Company. After endorsement the Policy will be returned.

ACCIDENTAL DEATH. In the event of the death of the insured from accident within six months from the date of this Policy, the full amount of insurance named in the first schedule will be paid subject to the policy conditions.

NON-FORFEITURE PRIVILEGES.

FREE POLICY. After premiums upon this Policy have been fully paid for three years or more, then in case of default in the payment of any subsequent premium the Company will, without action on the part of the holder, continue this Policy as a **Free Policy,** payable on the same conditions as this Policy, but upon which no further payment of premiums shall be required, for a reduced amount in accordance with the following table:

Age	3 Years	4 Years	5 Years	6 Years	7 Years	8 Years	9 Years	10 Years	11 Years	12 Years	13 Years	14 Years	15 Years
23	$46	$62	$80	$99	$119	$138	$158	$178	$198	$219			
24	45	60	77	96	115	134	153	173	192	212	$232		
25	43	58	74	93	111	130	148	167	186	206	225		
26	42	56	72	90	107	125	144	162	181	199	218		
27	41	54	69	87	104	122	139	157	175	193	212	$230	
28	39	52	67	84	101	118	135	152	170	187	205	223	
29	38	51	65	81	97	114	131	148	164	182	199	216	$234

CASH SURRENDER VALUE. After this Policy shall have been in force ten years or more, upon written application to the Company, made upon blanks furnished by it, (premiums having been fully paid for the period named in the first schedule herein, or within thirteen weeks after any premium shall be due and unpaid), accompanied by the surrender of this Policy and all Receipt Books or other evidence of payment of premium, the Company will pay a Cash Surrender Value in accordance with the following table:

Age	10 Years	11 Years	12 Years	13 Years	14 Years	15 Years	16 Years	17 Years	18 Years	19 Years
23	$73.53	$83.29	$93.48	$102.48	$104.44	$106.46	$108.53	$110.65	$112.82	$115.05
24	72.47	82.14	92.24	102.79	106.46	108.53	110.65	112.82	115.05	117.33
25	71.46	81.04	91.05	101.50	108.53	110.65	112.82	115.05	117.33	119.65
26	70.49	79.98	89.89	100.23	110.65	112.82	115.05	117.33	119.65	122.03
27	69.56	78.95	88.76	98.99	109.68	115.05	117.33	119.65	122.03	124.45
28	68.66	77.95	87.65	97.77	108.33	117.33	119.65	122.03	124.45	126.91
29	67.73	76.91	86.49	96.48	106.92	117.82	122.03	124.45	126.91	129.42

Note 1.—The Free Policy and Cash values quoted above apply only while the Policy continues as insurance for life. If payment of weekly premiums is continued beyond the period named in the first schedule herein and the Policy converted into an endowment under the provisions in the second schedule herein, the Company will furnish new tables of values to be attached to the Policy.

Note 2.—While the values in the above tables are yearly values, the Company will make proportionate increase based on quarter-year payments.

Note 3.—Cash Surrender and Free Policy values for subsequent years will be furnished on request.

Limited Payment Life Policy

Convertible into Endowment

Metropolitan Life Insurance Company

(Incorporated by the State of New York. Stock Company)

1 Madison Avenue, New York

NOTICE TO POLICY-HOLDERS.

The holder of this Policy while it remains in force, after one year from its date, will have a right to vote either in person or by proxy or by mail at the election of Directors of the Company, which is held in New York on the second Tuesday in April each year. For particulars how to vote, apply to the Secretary, No. 1 Madison Avenue, New York City.

Wherever in this Policy the words "the insured" are used, reference is thereby made to the person upon whose life the Policy is issued. The Rules in your Premium Receipt Book are most important; read them carefully, also read your Policy.

If claim arises, claimant should personally call at District Office designated on the Premium Receipt Book. Do not employ undertaker or anybody else to collect. Pay neither doctor, undertaker nor agent for preparation of claim papers. Deliver the Policy only to the Company's representative. The Company is glad to pay and there is no necessity for help or alleged influence in collecting.

Metropolitan Life Insurance Company,

HOME OFFICE: NEW YORK CITY.

SIGILLUM CIVITATIS NOVI EBORACI

INCORPORATED AS A STOCK COMPANY BY THE STATE OF NEW YORK

In Consideration *of the payment of the premium mentioned in the schedule below, on or before each Monday,* **Doth Hereby Agree,** *subject to the conditions below and on page 2 hereof, each of which is hereby made a part of this contract and contracted by the insured and beneficiary to be a part hereof, and with the privileges and concessions to policy-holders on pages 2 and 3 hereof, which are hereby made part of this contract, to pay upon receipt of proofs of the death of the insured made in the manner, to the extent and upon the blanks required herein, and upon surrender of this Policy and all Receipt Books, the amount stipulated in said schedule. Provided, however, that no obligation is assumed by the Company prior to the date hereof, nor unless on said date the insured is alive and in sound health. Should the proposed insured not be alive or not be in sound health on said date, any amount paid to the Company as premiums hereon shall be returned. The Company may pay the amount due under this Policy or grant any non-forfeiture privilege provided herein, to either the beneficiary named below or to the executor or administrator, husband or wife, or any relative by blood or connection by marriage of the insured, or to any other person appearing to said Company to be equitably entitled to the same by reason of having incurred expense on behalf of the insured, or for his or her burial; and the production of a receipt signed by either of said persons shall be conclusive evidence that all claims under this Policy have been satisfied.*

Name of beneficiary and relationship to the insured,

Elizabeth Harrison, mother.

SCHEDULE ABOVE REFERRED TO.

Number of Policy	Date	Name of the Insured
Sample	January 1, 1914	James Henry Harrison
Age Next Birthday	**Weekly Premium**	**Amount of Insurance**
35 years	10 cents	$136

One-half only of the above sum payable if death occur within six calendar months from date, and the full amount if death occur thereafter.

In Witness Whereof, *the said Metropolitan Life Insurance Company has, by its President and Secretary, signed and delivered this Policy on the date named in the said schedule.*

Jas. S. Roberts
Secretary.

President

Adult Whole Life.
Paid-up at age 75.
Non-Participating.
Form 844 D.—— **Ed. 1-1914.** [9-13]
Ages 16 to 65.

CONDITIONS.

If the age of the insured has been misstated, the amount payable hereunder shall be such as the premium paid would have purchased at the correct age.

This Policy contains the entire agreement between the Company and the insured and the holder and owner hereof. Its terms cannot be changed or its conditions varied, except by a written agreement, signed by the President or Secretary of the Company. Therefore, Agents (which term includes Superintendents and Assistant Superintendents) are not authorized and have no power to make, alter or discharge contracts, waive forfeitures, or receive premiums on Policies in arrears more than four weeks, or to receipt for the same in the Receipt Book, and all such arrears given to an Agent shall be at the risk of those who pay them, and shall not be credited upon the Policy, whether entered in the Receipt Book or not.

If this Policy be assigned or otherwise parted with, or if any erasure or alteration be made herein, except by endorsement signed by the Secretary; or if any premium shall not be paid when due, this Policy shall be void. And it is agreed that the foregoing provision which avoids the Policy in case any premium shall be overdue, shall not be considered in any respect waived by any act of grace by the Company in the acceptance of overdue premiums upon this or any other Policy.

Unless otherwise stated in the blank space below in a waiver signed by the Secretary, this Policy is void if the insured before its date has been rejected for insurance by this or any other company, order or association, or has been attended by a physician for any serious disease or complaint; or has had before said date any pulmonary disease, or chronic bronchitis, or cancer, or disease of the heart, liver or kidneys; or if any Policy on the life of the insured has been issued by this Company and is in force at the date hereof, unless this Policy contains an endorsement signed by the Secretary that such prior Policy may be in force. The Company shall not be presumed or held to know of the existence of any previous Policy, and in such case the issue of this Policy shall not be deemed a waiver of this condition.

If this Policy is or shall become void, all premiums paid shall be forfeited to the Company, except as provided under "Privileges and Concessions to Policy-holders."

Proofs of death under this Policy shall be made upon blanks to be furnished by the Company and shall contain answers to each question propounded to the claimant, physicians and other persons, and shall contain the record, evidence and verdict of the Coroner's inquest, if any be held. All the contents of such proofs of death shall be evidence of the facts therein stated in behalf of, but not against the Company.

Privileges and Concessions to Policy-holders.

OPTION TO SURRENDER WITHIN TWO WEEKS. If the terms of this Policy are not satisfactory or if its conditions are not accepted and agreed to, the Policy may be surrendered for cancellation at the office of the Superintendent of the district (his address appears on the Premium Receipt Book covering this Policy), within two weeks from the date hereof; and if so surrendered within said period, the premiums paid hereon will be refunded.

ALLOWANCE FOR DIRECT PAYMENT OF PREMIUMS. Should the weekly premiums on this Policy be paid direct to the Home Office, or at a District Office, without cost to the Company, for a period of one year, the Company will, at the expiration of such year, pay to the policy-holder a sum equal to ten per cent. of the year's premiums so paid, and thereafter upon further payments in the same way the Company will make, at intervals fixed by the Company, a similar ratio of allowance to the policy-holder.

CESSATION OF PREMIUM PAYMENTS. Should the insured survive to the first anniversary of date of this Policy after age seventy-four, no further payment of premiums will be thereafter required.

INCONTESTABILITY. This Policy shall be incontestable after one year, except for fraud or misstatement of age.

GRACE PERIOD. A grace of four weeks shall be granted for the payment of every premium after the first, during which time the insurance shall continue in force. If death occur within the days of grace, the overdue premiums shall be deducted from the amount payable hereunder, but neither this concession nor the acceptance of any overdue premium shall create an obligation on the part of the Company to receive premiums which are in arrears over four weeks.

Form 844. 1-14. **Ages 16 to 65.**

REVIVAL. Should this Policy become void in consequence of non-payment of premium, it may be revived, if not more than fifty-two premiums are due, upon payment of all arrears and the presentation of evidence satisfactory to the Company of the sound health of the insured.

CHANGE OF BENEFICIARY. Subject to the approval of the Company, the insured, at any time during the continuance of this Policy, provided the Policy be not then assigned, may change the beneficiary or beneficiaries, by written notice to the Company at its Home Office, accompanied by this Policy, such change to take effect on the endorsement of the same on the Policy by the Company. After endorsement the Policy will be returned.

ACCIDENTAL DEATH. In the event of the death of the insured from accident within six months from the date of this Policy, the full amount of insurance named in the schedule will be paid subject to the policy conditions.

NON-FORFEITURE PRIVILEGES.

FREE POLICY. After premiums upon this Policy have been fully paid for three years or more, then in case of default in the payment of any subsequent premium the Company will, without action on the part of the holder, continue this Policy as a **Free Policy,** payable on the same conditions as this Policy, but upon which no further payment of premiums shall be required, for a reduced amount in accordance with the following table:

AGE	3 Years	4 Years	5 Years	6 Years	7 Years	8 Years	9 Years	10 Years	11 Years	12 Years	13 Years	14 Years	15 Years	16 Years	17 Years	18 Years	19 Years	20 Years
16	$7	$11	$15	$17	$20	$22	$24	$26	$28	$30	$32	$34	$37	$39	$41	$43	$46	$55
17	7	10	14	16	18	20	23	25	26	28	30	33	35	37	40	42	44	53
18	6	9	13	15	17	19	21	23	25	27	29	31	34	36	38	40	43	51
19	6	9	12	14	16	18	20	22	24	26	28	30	32	34	37	39	41	49
20	5	8	12	14	16	18	19	21	23	25	27	29	31	34	36	38	40	48
21	5	8	11	13	15	17	19	21	22	24	26	28	31	33	35	37	39	47
22	5	8	11	13	15	16	18	20	22	23	25	28	30	32	34	37	39	46
23	5	7	10	12	14	16	18	19	21	23	25	27	29	32	34	36	38	45
24	5	7	10	12	14	15	17	19	20	22	25	27	29	31	33	35	37	44
25	4	7	10	11	13	15	17	18	20	22	24	26	28	31	33	35	37	43
26	4	7	9	11	13	15	16	18	20	22	24	26	28	30	33	35	37	43
27	4	7	9	11	13	14	16	18	20	22	24	26	28	30	32	34	36	42
28	4	6	9	11	12	14	16	17	19	22	24	26	28	30	32	34	36	41
29	4	6	9	11	12	14	16	17	19	22	24	26	28	30	32	34	36	41
30	4	6	9	10	12	14	16	17	19	22	24	26	28	30	32	34	35	41
31	4	6	9	10	12	14	15	17	19	21	23	25	27	29	31	33	35	40
32	4	6	9	10	12	14	15	17	19	21	23	25	27	29	31	33	35	39
33	4	6	9	10	12	14	15	17	19	21	23	25	27	29	31	33	34	39
34	4	6	8	10	12	13	15	17	19	21	23	25	27	29	31	32	34	39
35	4	6	8	10	12	13	15	17	19	21	23	25	27	29	30	32	34	38
36	4	6	8	10	12	13	15	17	19	21	23	25	27	28	30	32	33	38
37	4	6	8	10	11	13	15	17	19	21	22	24	26	28	29	31	32	36
38	4	6	8	10	11	13	15	17	19	20	22	24	26	27	29	30	32	36
39	4	6	8	10	11	13	15	17	18	20	22	24	25	27	29	30	32	35
40	4	6	8	9	11	13	15	17	18	20	22	23	25	27	28	30	31	35

AGE	3 Years	4 Years	5 Years	6 Years	7 Years	8 Years	9 Years	10 Years	11 Years	12 Years	13 Years	14 Years	15 Years	16 Years	17 Years	18 Years	19 Years	20 Years
41	$4	$6	$8	$9	$11	$13	$15	$16	$18	$20	$21	$23	$25	$26	$28	$29	$31	$34
42	4	5	8	9	11	13	14	16	18	20	21	23	24	26	27	29	30	33
43	3	5	8	9	11	13	14	16	18	19	21	22	24	25	27	28	30	33
44	3	5	7	9	11	12	14	16	17	19	20	22	23	25	26	28	29	32
45	3	5	7	9	11	12	14	15	17	19	20	22	23	24	26	27	29	32
46	3	5	7	9	10	12	14	15	17	18	20	21	23	24	25	27	28	31
47	3	5	7	9	10	12	13	15	16	18	19	21	22	24	25	26	28	30
48	3	5	7	9	10	12	13	15	16	18	19	21	22	24	25	26	28	30
49	3	5	7	8	10	12	13	15	16	18	19	20	22	23	24	26	27	30
50	3	5	7	8	10	11	13	14	16	17	18	20	21	23	24	25	27	29
51	3	5	7	8	10	11	13	14	15	17	18	19	21	22	23	25	26	29
52	3	5	7	8	10	11	13	14	15	17	18	19	21	22	24	25	26	29
53	3	5	7	8	9	11	12	14	15	16	18	19	20	22	23	25	26	29
54	3	5	6	8	9	11	12	13	15	16	17	19	20	22	23	24	26	29
55	3	5	6	8	9	11	12	13	15	16	17	19	20	22	23	25	27	
56	3	5	6	8	9	10	12	13	14	16	17	18	20	22	23	25		
57	3	5	6	8	9	10	12	13	14	16	17	19	20	22	24			
58	3	5	6	7	9	10	11	13	14	16	17	19	20	22				
59	3	5	6	7	9	10	11	13	14	16	17	19	21					
60	3	5	6	7	9	10	11	13	14	16	17	19						
61	3	5	6	7	9	10	12	13	15	16	18							
62	3	5	6	7	9	10	12	13	15	17								
63	3	5	6	7	9	10	12	13	15									
64	3	5	6	8	9	11	12	14										
65	4	5	6	8	10	11	13											

CASH SURRENDER VALUE. After premiums upon this Policy have been paid for the periods named in the table below, upon written application to the Company made upon blanks furnished by it, accompanied by the surrender of this Policy and all Receipt Books or other evidence of payment of premium, the Company will pay a Cash Surrender Value in accordance with the following table:

AGE	10 Years	11 Years	12 Years	13 Years	14 Years	15 Years	16 Years	17 Years	18 Years	19 Years	20 Years
16	$9.47	$10.38	$11.29	$12.26	$13.41	$14.58	$15.77	$16.99	$18.24	$19.53	$23.85
17	9.13	10.02	10.92	11.88	13.02	14.18	15.37	16.59	17.85	19.15	23.38
18	8.82	9.69	10.57	11.53	12.67	13.83	15.02	16.25	17.51	18.82	22.96
19	8.53	9.39	10.26	11.23	12.36	13.52	14.72	15.95	17.22	18.53	22.57
20	8.35	9.20	10.07	11.08	12.22	13.40	14.61	15.86	17.14	18.46	22.44
21	8.19	9.05	9.92	10.97	12.13	13.32	14.54	15.80	17.10	18.43	22.34
22	8.06	8.92	9.80	10.91	12.08	13.28	14.52	15.79	17.09	18.42	22.27
23	7.96	8.82	9.74	10.88	12.06	13.27	14.52	15.79	17.10	18.44	22.22
24	7.88	8.75	9.73	10.88	12.07	13.29	14.54	15.82	17.13	18.48	22.18
25	7.81	8.69	9.74	10.90	12.09	13.31	14.57	15.85	17.17	18.51	22.14
26	7.85	8.74	9.87	11.05	12.26	13.50	14.77	16.07	17.40	18.76	22.34
27	7.91	8.87	10.03	11.22	12.45	13.70	14.99	16.30	17.64	19.01	22.56
28	7.88	8.91	10.08	11.27	12.50	13.75	15.03	16.34	17.68	19.04	22.51
29	7.96	9.08	10.26	11.47	12.71	13.97	15.27	16.58	17.93	19.30	22.73
30	8.10	9.26	10.45	11.67	12.92	14.20	15.50	16.83	18.19	19.56	22.94
31	8.16	9.33	10.52	11.73	12.97	14.24	15.54	16.85	18.20	19.56	22.85
32	8.34	9.51	10.71	11.94	13.19	14.46	15.76	17.09	18.43	19.80	23.04
33	8.52	9.70	10.90	12.14	13.39	14.67	15.98	17.30	18.65	20.02	23.21
34	8.68	9.87	11.09	12.32	13.59	14.87	16.18	17.51	18.86	20.22	23.36
35	8.84	10.04	11.26	12.50	13.77	15.05	16.36	17.69	19.04	20.40	23.49
36	8.99	10.19	11.42	12.66	13.93	15.22	16.53	17.86	19.20	20.56	23.59
37	8.98	10.17	11.38	12.61	13.86	15.13	16.41	17.72	19.04	20.37	23.30
38	9.10	10.29	11.50	12.73	13.98	15.24	16.53	17.83	19.14	20.47	23.34
39	9.21	10.40	11.60	12.83	14.08	15.34	16.62	17.91	19.22	20.54	23.35
40	9.30	10.49	11.69	12.92	14.16	15.42	16.69	17.98	19.28	20.59	23.34

AGE	10 Years	11 Years	12 Years	13 Years	14 Years	15 Years	16 Years	17 Years	18 Years	19 Years	20 Years
41	$9.38	$10.56	$11.77	$12.99	$14.22	$15.47	$16.74	$18.02	$19.31	$20.61	$23.30
42	9.44	10.62	11.82	13.04	14.26	15.51	16.76	18.03	19.32	20.61	23.24
43	9.49	10.67	11.86	13.06	14.29	15.52	16.77	18.03	19.30	20.58	23.16
44	9.52	10.69	11.87	13.07	14.28	15.51	16.75	17.99	19.26	20.54	23.05
45	9.54	10.70	11.87	13.06	14.26	15.48	16.70	17.94	19.20	20.47	22.93
46	9.54	10.69	11.85	13.03	14.22	15.42	16.64	17.87	19.11	20.38	22.79
47	9.52	10.66	11.81	12.97	14.15	15.34	16.55	17.77	19.01	20.28	22.64
48	9.71	10.87	12.03	13.24	14.41	15.62	16.84	18.09	19.36	20.65	23.04
49	9.67	10.81	11.96	13.13	14.32	15.52	16.74	17.98	19.25	20.56	22.91
50	9.60	10.73	11.88	13.03	14.21	15.40	16.62	17.86	19.14	20.47	22.80
51	9.52	10.64	11.77	12.92	14.08	15.27	16.49	17.74	19.04	20.39	22.72
52	9.70	10.84	11.99	13.16	14.35	15.58	16.84	18.14	19.51	20.95	23.36
53	9.60	10.73	11.87	13.03	14.22	15.45	16.73	18.06	19.47	20.98	23.44
54	9.49	10.60	11.73	12.89	14.09	15.34	16.64	18.01	19.49	21.09	23.63
55	9.68	10.82	11.99	13.19	14.44	15.75	17.14	18.69	20.24	22.03	24.70
56	9.55	10.69	11.86	13.07	14.35	15.70	17.15	18.72	20.47	23.14	23.38
57	9.78	10.96	12.18	13.47	14.83	16.29	17.88	19.64	22.31	22.55	22.77
58	9.66	10.85	12.09	13.41	14.83	16.38	18.09	20.66	20.88	21.09	21.29
59	9.90	11.21	12.54	13.97	15.53	17.27	19.83	20.04	20.24	20.44	20.62
60	9.87	11.16	12.54	14.05	15.73	18.18	18.37	18.56	18.73	18.90	19.07
61	10.29	11.68	13.21	14.90	17.35	17.54	17.71	17.88	18.04	18.20	18.35
62	10.82	12.36	14.08	16.53	16.70	16.87	17.03	17.18	17.33	17.48	17.61
63	10.90	12.55	14.88	15.03	15.18	15.33	15.47	15.60	15.73	15.85	15.97
64	11.72	14.05	14.20	14.34	14.47	14.61	14.73	14.86	14.97	15.08	15.19
65	13.22	13.36	13.49	13.62	13.75	13.87	13.98	14.09	14.19	14.29	14.39

Note 1.—The two tables above are based on a weekly premium of five cents. The values of this Policy are proportionate to the premium. If the premium is ten cents the values should be doubled. If twenty-five cents they should be multiplied by five, and so on.

Note 2.—While the values in the above tables are yearly values, the Company will make proportionate increase based on quarter-year payments.

Note 3.—Cash Surrender and Free Policy values for subsequent years will be furnished on request.

LIFE POLICY
Payment of premium ceases on first anniversary of date of issue after insured reaches age 74
Metropolitan Life Insurance Company
(Incorporated by the State of New York. Stock Company)
1 Madison Avenue, New York

NOTICE TO POLICY-HOLDERS.

The holder of this Policy while it remains in force, after one year from its date, will have a right to vote either in person or by proxy or by mail at the election of Directors of the Company, which is held in New York on the second Tuesday in April each year. For particulars how to vote, apply to the Secretary, No. 1 Madison Avenue, New York City.

Wherever in this Policy the words "the insured" are used, reference is thereby made to the person upon whose life the Policy is issued. The Rules in your Premium Receipt Book are most important; read them carefully, also read your Policy.

If claim arises, claimant should personally call at District Office designated on the Premium Receipt Book. Do not employ undertaker or anybody else to collect. Pay neither doctor, undertaker nor agent for preparation of claim papers. Deliver the Policy only to the Company's representative. The Company is glad to pay and there is no necessity for help or alleged influence in collecting.

Metropolitan Life Insurance Company,

Limited Payment Life 20 Years
Intermediate Class

Age 40 Amount $ 500

Annual Premium $ 15.64 (less)

No. Sample

INCORPORATED AS A STOCK COMPANY BY THE STATE OF NEW YORK

In consideration

of the application for this Policy, copy of which application is attached hereto and made part hereof and of the payment of the annual premium of Eighteen Dollars and Sixty-four cents, the receipt of which is hereby acknowledged, and of the payment of a like amount upon each First day of January hereafter until Twenty full years' premiums shall have been paid or until the prior death of the Insured,

Promises to pay

at the Home Office of the Company in the City of New York upon receipt at said Home Office of due proof of the death of James E. Simpson (HEREIN CALLED THE INSURED) Five Hundred Dollars, less any indebtedness hereon to the Company and any unpaid portion of the premium, for the then current policy year upon surrender of this Policy, properly receipted, to Catherine A. Simpson wife of the Insured beneficiary, with the right of revocation.

Change of Beneficiary.—When the right of revocation has been reserved, the Insured, if there be no existing assignment of the Policy, made as herein provided, may, while the Policy is in force, designate a new beneficiary with or without reserving right of revocation by filing written notice thereof at the Home Office of the Company, accompanied by the Policy for suitable endorsement thereon. Such change shall take effect upon the endorsement of the same on the Policy by the Company. If any beneficiary, under either a revocable or irrevocable designation, shall die before the Insured the interest of such beneficiary shall vest in the Insured.

Payment of Premiums.—Except as herein provided the payment of a premium or instalment thereof shall not maintain the Policy in force beyond the date when the next premium or instalment thereof is payable.

All premiums are payable in advance at said Home Office or to any agent of the Company upon delivery, on or before date due, of a receipt signed by the President, Vice-President, Secretary or Actuary of the Company and countersigned by said agent.

A grace of thirty-one days shall be granted for the payment of every premium after the first during which time the insurance shall continue in force. If death occur within the days of grace the unpaid portion of the premium for the then current policy year shall be deducted from the amount payable hereunder.

Restrictions.—The Company shall be released from all liability under this Policy if the Insured shall, within one year from the issue hereof, become engaged in or connected in any manner with the manufacture or sale of ale, wine, beer or liquor, unless so engaged at the date hereof and so stated in the application for this Policy. If the Insured within one year from the issue hereof die by his own hand or act, whether sane or insane, the Company shall not be liable for a greater sum than the premiums which have been received on this Policy.

No agent is authorized to waive forfeitures or to make, modify or discharge contracts, or to extend the time for paying a premium.

Non-Participation.—This Policy is not entitled to participate in the profits or divisible surplus of the Company.

Amount of Insurance Payable at Death | **Premiums Payable for 20 Years or until Prior Death** | **Non-Participating**

Form 608 Int.
Jan. 1, 1914

Incontestability.—This Policy (and the application therefor) constitutes the entire contract between the parties and shall be incontestable after one year from the date of its issue, except for non-payment of premiums.

All statements made by the Insured shall, in the absence of fraud, be deemed representations and not warranties, and no such statement shall avoid this Policy or be used in defense of a claim hereunder unless it is contained in the written application therefor and a copy of such application is securely attached to this Policy when issued.

The Insured hereunder may engage in Military or Naval service in any State or Country without notice to the Company and without extra premium charge.

Age.—If the age of the Insured has been misstated, the amount payable hereunder shall be such as the premium paid would have purchased at the correct age.

Assignment.—No assignment of this Policy shall be binding upon the Company unless it be executed upon blanks furnished by the Company and filed with the Company at its Home Office in the City of New York. The Company assumes no responsibility as to the validity of any assignment.

Options on Surrender or Lapse.—Upon failure to pay any premium or any part thereof when due, this Policy, except as otherwise provided herein, shall immediately lapse. If, however, the lapse occur after three full years' premiums shall have been paid, the owner hereof, provided there be no indebtedness hereon, shall, upon written request filed with the Company at its Home Office together with the presentation of this Policy for legal surrender or for endorsement within three months from the due date of premium in default, be entitled to one of the following options:

First—A cash surrender value, or the mathematical equivalent thereof, namely,

Second—To have the insurance continued for a reduced amount of non-participating paid-up insurance, payable at the same time and under the same conditions as this Policy, which paid-up insurance shall have an increasing cash surrender value equal to the full reserve at the date of surrender, or a loan value up to the limit of the cash surrender value, with interest payable in advance to the end of the policy year at the rate of six per centum per annum, or

Third—To have the insurance continued for its original amount as term insurance from due date of premium in default, without participation and without the right to loan, but with a cash surrender value decreasing each year and ceasing entirely upon the expiry of the extension term, which value shall be the full reserve at the date of surrender.

The Company in its discretion may defer the payment of the cash value for a period not exceeding ninety days after the application therefor is received by the Company.

If the owner shall not, within three months from due date of premium in default, surrender this Policy to the Company at its Home Office for a cash surrender value or for endorsement for paid-up insurance or term insurance as provided in the above options, the insurance shall be continued for a reduced amount of paid-up insurance as provided in the second option.

The values set forth in the Table of Guaranteed Loan Values and Surrender Options for the respective years have been calculated on the Metropolitan Intermediate Table of Mortality, as adopted by the Insurance Department of the State of New York for computing reserves hereunder, with interest at the rate of three and one-half per centum per annum, after deducting from the entire reserve a surrender charge not exceeding in any case two and one-half per centum of the face of the Policy, except that after the time for which premiums are payable as stated on the first page hereof, no deduction has been made from the reserve in calculating the values. Upon request of the Insured, values for years after the twentieth will be furnished based on the full reserve without surrender charge.

Should surrender or default be at any other time than at the anniversary date of the Policy, the values will be adjusted on account of the fractional part of the current annual premium actually paid before default.

Any indebtedness to the Company under this Policy will be deducted from the cash value; and such indebtedness will also reduce the amount of paid-up insurance or the amount continued as term insurance in such proportion as the indebtedness bears to the cash value at due date of premium in default.

TABLE OF
GUARANTEED LOAN VALUES AND SURRENDER OPTIONS

No deduction from these figures will be made for surrender charge

End of Year	Cash Value or Loan Value	Paid-up Life Insurance	Term Insurance Continued for	
			Years	Months
3	$ 31	$ 64	4	11
4	$ 42	$ 86	6	4
5	$ 54	$ 108	7	8
6	$ 67	$ 132	9	0
7	$ 81	$ 157	10	3
8	$ 96	$ 182	11	6
9	$ 111	$ 207	12	6
10	$ 127	$ 232	13	6
11	$ 143	$ 256	14	5
12	$ 159	$ 280	15	3
13	$ 176	$ 305	16	1
14	$ 194	$ 329	16	11
15	$ 212	$ 353	17	8
16	$ 231	$ 378	18	7
17	$ 251	$ 403	19	7
18	$ 273	$ 430	20	11
19	$ 299	$ 464	23	8
20	$ 328	$ 500	— Life —	
25	$ 355	$ 500	— " —	
30	$ 381	$ 500	— " —	

The Cash Value or Loan Value at any time other than the end of the policy year (provided the full year's premium has been paid) shall be the value at the end of the current policy year, discounted at the rate of six per centum per annum.

Loans.—At any time after three full years' premiums have been paid and while this Policy is in force, the Company will loan on the sole security thereof up to the limit secured by the cash surrender value, on proper and lawful assignment and delivery of this Policy. The loan will bear interest at the rate of six per centum per annum and may be repaid at any time while the Policy is in force. If interest be not paid when due, it shall be added to the principal, provided the entire outstanding indebtedness shall be within the limit secured by the cash surrender value; otherwise, non-payment of interest shall render the Policy null and void after one month's notice shall have been mailed by the Company to the last known address of the Insured and of the assignee of record if any. After the expiration of the premium-payment period interest in advance to the end of the policy year will be required. At the option of the Company, the loan may be deferred for a period not exceeding ninety days, after application therefor is received by the Company, unless such loan is to be applied solely to the payment of a current premium hereunder.

Reinstatement.—Unless the cash value has been paid or the extension period has expired, this Policy, upon evidence of insurability satisfactory to the Company, may at any time be reinstated by payment of arrears of premiums with interest at six per centum per annum; any loan which existed at date of default, together with interest at the same rate to the date of reinstatement, to be, at the option of the owner on application for such reinstatement, either repaid in cash or continued as an indebtedness against the Policy.

Modes of Settlement.—Providing this Policy is not assigned, the Insured, by written notice to the Company at its Home Office, may elect, and in case no such election has been made prior to the death of the Insured, the beneficiary may elect, to have the whole or any part of the net sum payable under this Policy upon the death of the Insured paid as follows instead of in one sum.

1. By the payment of interest at the rate of three and one-half per centum on the amount retained, payable at the end of each year for a specified number of years or during the lifetime of the beneficiary, and at the end of the specified period or upon the death of the beneficiary by the payment of the amount retained, together with any accrued interest for the year then current, to the person as directed in said notice, or, if there be no person so designated, to the beneficiary's executors, administrators or assigns.

2. By the payment of equal instalments covering a specified number of years, in accordance with option 2 in the table below for each five hundred dollars of said net sum, the first instalment being payable upon receipt of due proof of the death of the Insured.

3. By the payment of equal annual instalments for a fixed period of twenty years and for so many years longer as the beneficiary shall survive, in accordance with option 3 in the table below for each five hundred dollars of said net sum, the first instalment being payable upon receipt of due proof of the death of the Insured.

Any instalments payable under 2 or 3 which shall not have been paid prior to the death of the beneficiary shall, unless otherwise directed in said notice, be paid to the beneficiary's executors, administrators or assigns.

In lieu of semi-annual instalments under option 2, or annual instalments under option 3, quarterly or monthly payment thereof in proportionate parts may be elected provided that no such proportionate payment be for less than ten dollars.

This Policy shall be surrendered and a supplementary non-participating contract will be issued for the option elected.

The above modes of settlement are not applicable to a Policy which is payable to a corporation or to a co-partnership or association, nor to a Policy under which the net sum payable is less than five hundred dollars.

Unless otherwise specified in the written notice making such election, the supplementary contract on legal release thereof may at any time be surrendered for the amount retained, with any accrued interest, under option 1, or for the commuted value of the stipulated instalments yet to be paid under option 2, or for the commuted value of any of the first twenty instalments then remaining unpaid under option 3; such commutation under this option (3) shall, however, in no wise affect the payments conditional upon the lifetime of the beneficiary after the term during which the instalments certain would have been payable; such commuted value under either option to be the amount as calculated by the Company on the basis of three and one-half per centum compound interest.

TABLE OF INSTALMENTS FOR EACH $500

OPTION 2						OPTION 3					
Number Years Specified	Amount of Each Annual Instalment	or Amount of Each Semi-Annual Instalment	Number Years Specified	Amount of Each Annual Instalment	or Amount of Each Semi-Annual Instalment	Age of Beneficiary at Death of Insured	Amount of Each Instalment	Age of Beneficiary at Death of Insured	Amount of Each Instalment	Age of Beneficiary at Death of Insured	Amount of Each Instalment
1	$500.00	$252.17	16	$39.94	$20.19	10 and under	$21.62	30	$24.18	50	$29.78
2	254.30	128.27	17	38.19	19.30	11	21.70	31	24.38	51	30.12
3	172.43	86.99	18	36.63	18.51	12	21.79	32	24.58	52	30.46
4	131.52	66.36	19	35.24	17.81	13	21.88	33	24.80	53	30.79
5	107.00	53.99	20	33.99	17.19	14	21.97	34	25.02	54	31.11
6	90.66	45.76	21	32.87	16.62	15	22.07	35	25.26	55	31.42
7	79.01	39.88	22	31.85	16.11	16	22.17	36	25.50	56	31.72
8	70.28	35.48	23	30.93	15.64	17	22.27	37	25.75	57	32.00
9	63.50	32.06	24	30.08	15.22	18	22.39	38	26.01	58	32.27
10	58.09	29.33	25	29.31	14.83	19	22.50	39	26.29	59	32.52
11	53.67	27.11	26	28.60	14.47	20	22.62	40	26.57	60	32.75
12	49.99	25.25	27	27.95	14.14	21	22.75	41	26.86	61	32.96
13	46.89	23.69	28	27.34	13.84	22	22.88	42	27.16	62	33.15
14	44.24	22.35	29	26.78	13.56	23	23.02	43	27.46	63	33.32
15	41.95	21.20	30	26.27	13.30	24	23.16	44	27.78	64	33.47
						25	23.32	45	28.10	65	33.60
						26	23.47	46	28.43	66	33.70
						27	23.64	47	28.77	67 and over	33.75
						28	23.81	48	29.10		
						29	23.99	49	29.44		

In Witness Whereof, the Metropolitan Life Insurance Company has caused this Policy to be executed this —— First —— day of —— January, 1914 ——.

Sample Policy.

Jas. S. Roberts
Secretary.

President

Copy of application attached hereto.

NOTICE TO POLICY-HOLDER

Payments are invalid unless
made in exchange for an official Home Office receipt signed by an Executive Officer (President, Vice-President, Secretary or Actuary) of the Company and countersigned by the Company's Cashier at the Home Office or the Superintendent of the District.

The Company's agents have no authority
to waive forfeiture, alter or amend the contract, to accept premiums in arrears or to extend due date of such premiums.

Privilege of voting for Directors.
The holder of this Policy while it remains in force, after one year from its date, will have a right to vote, either in person, or by proxy or by mail, at the election of Directors of the Company, which is held in New York on the second Tuesday in April each year. For particulars how to vote, apply to the Secretary, No. 1 Madison Avenue, New York City.

In the event of the death of the Insured,
the Claimant should promptly advise the Home Office, in New York, or the District Office through which premium payments have been made. Pay nothing to any representative of the Company for preparation of claim papers. Deliver the Policy only to the Company's representative. The Company is glad to pay and there is no necessity for help or alleged influence in collecting.

It is not necessary to employ an attorney or any other person to collect the insurance under this Policy, or to secure any of the benefits it provides.

608 Int.

District _____

Number Sample C

Metropolitan Life Insurance Company.

NEW YORK

Intermediate Class
Non-Participating

Limited Payment Life

20 Years

Insurance on the Life of

James E. Simpson

Amount $ 500

Annual Premium $ 13 64/100

Date of Policy

January 1st 1914

IL314—Jan. 1, 1914

Metropolitan Life Insurance Company,

Endowment 20 Years.
Intermediate Class.

Age 25 Amount $ 500

Annual Premium $ 20.93

No. Sample C

INCORPORATED AS A STOCK COMPANY BY THE STATE OF NEW YORK

In consideration

of the application for this Policy, copy of which application is attached hereto and made part hereof and of the payment of the annual premium of Twenty Dollars and Ninety-three cents, the receipt of which is hereby acknowledged, and of the payment of a like amount upon each First day of January hereafter until Twenty full years' premiums shall have been paid or until the prior death of the Insured,

Promises to pay at the Home Office of the Company in the City of New York to Albert Sumner (HEREIN CALLED THE INSURED) on the First day of January, Nineteen Hundred and Thirty four, if the Insured be then living, or upon receipt at said Home Office of due proof of the prior death of the Insured, to Emma Sumner, wife of the Insured beneficiary, with the right of revocation, Five Hundred Dollars, less any indebtedness hereon to the Company and any unpaid portion of the premium for the then current policy year upon surrender of this Policy properly receipted.

Change of Beneficiary.—When the right of revocation has been reserved, the Insured, if there be no existing assignment of the Policy, made as herein provided, may, while the Policy is in force, designate a new beneficiary with or without reserving right of revocation by filing written notice thereof at the Home Office of the Company, accompanied by the Policy for suitable endorsement thereon. Such change shall take effect upon the endorsement of the same on the Policy by the Company. If any beneficiary, under either a revocable or irrevocable designation, shall die before the Insured the interest of such beneficiary shall vest in the Insured.

Payment of Premiums.—Except as herein provided the payment of a premium or instalment thereof shall not maintain the Policy in force beyond the date when the next premium or instalment thereof is payable.

All premiums are payable in advance at said Home Office or to any agent of the Company upon delivery, on or before date due, of a receipt signed by the President, Vice-President, Secretary or Actuary of the Company and countersigned by said agent.

A grace of thirty-one days shall be granted for the payment of every premium after the first during which time the insurance shall continue in force. If death occur within the days of grace the unpaid portion of the premium for the then current policy year shall be deducted from the amount payable hereunder.

Restrictions.—The Company shall be released from all liability under this Policy if the Insured shall, within one year from the issue hereof, become engaged in or connected in any manner with the manufacture or sale of ale, wine, beer or liquor, unless so engaged at the date hereof and so stated in the application for this Policy. If the Insured within one year from the issue hereof die by his own hand or act, whether sane or insane, the Company shall not be liable for a greater sum than the premiums which have been received on this Policy.

No agent is authorized to waive forfeitures or to make, modify or discharge contracts, or to extend the time for paying a premium.

Non-Participation.—This Policy is not entitled to participate in the profits or divisible surplus of the Company.

Amount of Insurance Payable in 20 Years or at Prior Death | **Premiums Payable for 20 Years or until Prior Death** | **Non-Participating**

Form 609 Int.
Jan. 1, 1914]

Incontestability.—This Policy (and the application therefor) constitutes the entire contract between the parties and shall be incontestable after one year from the date of its issue, except for non-payment of premiums.

All statements made by the Insured shall, in the absence of fraud, be deemed representations and not warranties, and no such statement shall avoid this Policy or be used in defense of a claim hereunder unless it is contained in the written application therefor and a copy of such application is securely attached to this Policy when issued.

The Insured hereunder may engage in Military or Naval service in any State or Country without notice to the Company and without extra premium charge.

Age.—If the age of the Insured has been misstated, the amount payable hereunder shall be such as the premium paid would have purchased at the correct age.

Assignment.—No assignment of this Policy shall be binding upon the Company unless it be executed upon blanks furnished by the Company and filed with the Company at its Home Office in the City of New York. The Company assumes no responsibility as to the validity of any assignment.

Options on Surrender or Lapse.—Upon failure to pay any premium or any part thereof when due, this Policy, except as otherwise provided herein, shall immediately lapse. If, however, the lapse occur after three full years' premiums shall have been paid the owner hereof, provided there be no indebtedness hereon, shall, upon written request filed with the Company at its Home Office together with the presentation of this Policy for legal surrender or for endorsement within three months from the due date of premium in default, be entitled to one of the following options:

First—A cash surrender value, or the mathematical equivalent thereof, namely,

Second—To have the insurance continued for a reduced amount of non-participating paid-up endowment insurance, payable at the same time and under the same conditions as this Policy, which paid-up insurance shall have an increasing cash surrender value equal to the full reserve at the date of surrender, or a loan value up to the limit of the cash surrender value, with interest payable in advance to the end of the policy year at the rate of six per centum per annum, or

Third—To have the insurance continued in force for its original amount as term insurance from due date of premium in default, without participation and without the right to loan, and if the sum applicable to the purchase of such term insurance shall be more than sufficient to continue the insurance to the end of the endowment period named in the Policy, the excess shall be used to purchase in the same manner non-participating paid-up pure endowment payable at the end of the endowment period and on the same conditions as this Policy. The extended contract under this option may be surrendered for its full reserve at the date of such surrender.

The Company in its discretion may defer the payment of the cash value for a period not exceeding ninety days after the application therefor is received by the Company.

If the owner shall not, within three months from due date of premium in default, surrender this Policy to the Company at its Home Office for a cash surrender value or for endorsement for paid-up insurance or term insurance as provided in the above options, the insurance shall be continued for a reduced amount of paid-up insurance as provided in the second option.

The values of these options shall be the entire reserve according to the Metropolitan Intermediate mortality table, as adopted by the Insurance Department of the State of New York for computing reserves hereunder, with interest at three and one-half per centum, less a surrender charge not exceeding two and one-half per centum of the amount insured hereunder, which values so computed produce the results set forth in the table herein at the end of the respective years.

Should surrender or default be at any other time than at the anniversary date of the Policy, the values will be adjusted on account of the fractional part of the current annual premium actually paid before default.

Any indebtedness to the Company under this Policy will be deducted from the cash value; and such indebtedness will also reduce the amount of paid-up insurance or the amount continued as term insurance and any pure endowment payable at the end of the endowment term, in such proportion as the indebtedness bears to the cash value at due date of premium in default.

TABLE OF
GUARANTEED LOAN VALUES AND SURRENDER OPTIONS

No deduction from these figures will be made for surrender charge

End of Year	Cash Value or Loan Value	Paid-up Endowment Insurance	Term Insurance with Continued for Years	Term Insurance with Continued for Months	Paid-up Pure Endowment
3	$ 42	$ 72	12	8	$ ——
4	$ 59	$ 98	16	0	$ 9
5	$ 78	$ 127	15	0	$ 49
6	$ 99	$ 155	14	0	$ 88
7	$ 120	$ 182	13	0	$ 125
8	$ 142	$ 209	12	0	$ 161
9	$ 164	$ 235	11	0	$ 195
10	$ 188	$ 261	10	0	$ 228
11	$ 213	$ 286	9	0	$ 259
12	$ 238	$ 310	8	0	$ 290
13	$ 265	$ 334	7	0	$ 319
14	$ 293	$ 358	6	0	$ 346
15	$ 322	$ 381	5	0	$ 373
16	$ 352	$ 403	4	0	$ 398
17	$ 384	$ 425	3	0	$ 422
18	$ 417	$ 446	2	0	$ 445
19	$ 452	$ 467	1	0	$ 467
20	$ ——	$ Matures	——	——	$ ——

The Cash Value or Loan Value at any time other than the end of the policy year (provided the full year's premium has been paid) shall be the value at the end of the current policy year, discounted at the rate of six per centum per annum.

Loans.—At any time after three full years' premiums have been paid and while this Policy is in force, the Company will loan on the sole security thereof up to the limit secured by the cash surrender value, on proper and lawful assignment and delivery of this Policy. The loan will bear interest at the rate of six per centum per annum and may be repaid at any time while the Policy is in force. If interest be not paid when due, it shall be added to the principal, provided the entire outstanding indebtedness shall be within the limit secured by the cash surrender value; otherwise, non-payment of interest shall render the Policy null and void after one month's notice shall have been mailed by the Company to the last known address of the Insured and of the assignee of record if any. At the option of the Company, the loan may be deferred for a period not exceeding ninety days, after application therefor is received by the Company, unless such loan is to be applied solely to the payment of a current premium hereunder.

Reinstatement.—Unless the cash value has been paid or the extension period has expired, this Policy, upon evidence of insurability satisfactory to the Company, may at any time be reinstated by payment of arrears of premiums with interest at six per centum per annum; any loan which existed at date of default, together with interest at the same rate to the date of reinstatement, to be, at the option of the owner on application for such reinstatement, either repaid in cash or continued as an indebtedness against the Policy.

Modes of Settlement.—Providing this Policy is not assigned, the Insured, by written notice to the Company at its Home Office, may elect, and in case no such election has been made prior to the death of the Insured, the beneficiary may elect, to have the whole or any part of the net sum payable under this Policy upon the death of the Insured paid as follows instead of in one sum.

1. By the payment of interest at the rate of three and one-half per centum on the amount retained, payable at the end of each year, for a specified number of years or during the lifetime of the payee, and at the end of the specified period or upon the death of the payee by the payment of the amount retained, together with any accrued interest for the year then current, to the person as directed in said notice, or, if there be no person so designated, to the executors, administrators or assigns of the payee.

2. By the payment of equal instalments covering a specified number of years, in accordance with option 2 in the table below for each five hundred dollars of said net sum, the first instalment being payable upon receipt of due proof of the death of the Insured.

3. By the payment of equal annual instalments for a fixed period of twenty years and for so many years longer as the payee shall survive, in accordance with option 3 in the table below for each five hundred dollars of said net sum, the first instalment being payable upon receipt of due proof of the death of the Insured.

Any instalments payable under 2 or 3 which shall not have been paid prior to the death of the payee shall, unless otherwise directed in said notice, be paid to the executors, administrators or assigns of the payee.

In lieu of semi-annual instalments under option 2, or annual instalments under option 3, quarterly or monthly payment thereof in proportionate parts may be elected provided that no such proportionate payment be for less than ten dollars.

This Policy shall be surrendered and a supplementary non-participating contract will be issued for the option elected.

The above modes of settlement are not applicable to a Policy which is payable to a corporation or to a co-partnership or association, nor to a Policy under which the net sum payable is less than five hundred dollars.

Unless otherwise specified in the written notice making such election, the supplementary contract on legal release thereof may be at any time surrendered for the amount retained, with any accrued interest, under option 1, or for the commuted value of the stipulated instalments yet to be paid under option 2, or for the commuted value of any of the first twenty instalments then remaining unpaid under option 3; such commutation under this option (3) shall, however, in nowise affect the payments conditional upon the lifetime of the payee after the term during which the instalments certain would have been payable; such commuted value under either option to be the amount as calculated by the Company on the basis of three and one-half per centum compound interest.

Upon maturity of this Policy as an endowment, the owner, by written notice to the Company at its Home Office, may elect to have the whole or any part of the net sum payable hereunder, paid in any one of the foregoing modes of settlement, subject to their general conditions and respective terms.

TABLE OF INSTALMENTS FOR EACH $500

OPTION 2						OPTION 3					
Number Years Specified	Amount of Each Annual Instalment	or Amount of Each Semi-Annual Instalment	Number Years Specified	Amount of Each Annual Instalment	or Amount of Each Semi-Annual Instalment	Age of Payee When Policy Becomes Payable	Amount of Each Instalment	Age of Payee When Policy Becomes Payable	Amount of Each Instalment	Age of Payee When Policy Becomes Payable	Amount of Each Instalment
1	$500.00	$252.17	16	$39.94	$20.19	10 and under	$21.62	30	$24.18	50	$29.78
2	254.30	128.27	17	38.19	19.30	11	21.70	31	24.38	51	30.12
3	172.43	86.99	18	36.63	18.51	12	21.79	32	24.58	52	30.46
4	131.52	66.36	19	35.24	17.81	13	21.88	33	24.80	53	30.79
5	107.00	53.99	20	33.99	17.19	14	21.97	34	25.02	54	31.11
6	90.66	45.76	21	32.87	16.62	15	22.07	35	25.26	55	31.42
7	79.01	39.88	22	31.85	16.11	16	22.17	36	25.50	56	31.72
8	70.28	35.48	23	30.93	15.64	17	22.27	37	25.75	57	32.00
9	63.50	32.06	24	30.08	15.22	18	22.39	38	26.01	58	32.27
10	58.09	29.33	25	29.31	14.83	19	22.50	39	26.29	59	32.52
11	53.67	27.11	26	28.60	14.47	20	22.62	40	26.57	60	32.75
12	49.99	25.25	27	27.95	14.14	21	22.75	41	26.86	61	32.96
13	46.89	23.69	28	27.34	13.84	22	22.88	42	27.16	62	33.15
14	44.24	22.35	29	26.78	13.56	23	23.02	43	27.46	63	33.32
15	41.95	21.20	30	26.27	13.30	24	23.16	44	27.78	64	33.47
						25	23.32	45	28.10	65	33.60
						26	23.47	46	28.43	66	33.70
						27	23.64	47	28.77	67 and over	33.75
						28	23.81	48	29.10		
						29	23.99	49	29.44		

In Witness Whereof, the Metropolitan Life Insurance Company has caused this Policy to be executed this —— *First* —— **day of** —— *January, 1914* ——.

Sample Policy.

Jas. S. Roberts
Secretary.

W. H. Hoffman
President

Copy of application attached hereto.

NOTICE TO POLICY-HOLDER

Payments are invalid unless
made in exchange for an official Home Office receipt signed by an Executive Officer (President, Vice-President, Secretary or Actuary) of the Company and countersigned by the Company's Cashier at the Home Office or the Superintendent of the District.

The Company's agents have no authority
to waive forfeiture, alter or amend the contract, to accept premiums in arrears or to extend due date of such premiums.

Privilege of voting for Directors.
The holder of this Policy while it remains in force, after one year from its date, will have a right to vote, either in person, or by proxy or by mail, at the election of Directors of the Company, which is held in New York on the second Tuesday in April each year. For particulars how to vote, apply to the Secretary, No. 1 Madison Avenue, New York City.

In the event of the death of the Insured,
the Claimant should promptly advise the Home Office, in New York, or the District Office through which premium payments have been made. Pay nothing to any representative of the Company for preparation of claim papers. Deliver the Policy only to the Company's representative. The Company is glad to pay and there is no necessity for help or alleged influence in collecting.

It is not necessary to employ an attorney or any other person to collect the insurance under this Policy, or to secure any of the benefits it provides.

609 Int.

District _____

Number Sample C

Metropolitan Life Insurance Company.

NEW YORK

Intermediate Class
Non-Participating

Endowment

20 Years

Insurance on the Life of

Albert Sumner

Amount $ 500

Annual Premium $ 20 93/100

Date of Policy

January 7st 1914

IL311—Jan. 1, 1914

GROUP HEALTH POLICY Providing indemnity by weekly benefits, as herein limited and provided, against total incapacity for work resulting from sickness or from accidental injury not arising out of and in the course of employment

No._____G.H.

Metropolitan Life Insurance Company

Weekly Benefits as per Register

Increasing Premiums as per Schedule

(Incorporated by the State of New York. Stock Company) (HEREINAFTER CALLED THE COMPANY)

IN CONSIDERATION

of the applications for this Policy, copies of which applications at the date hereof, are, and copies of applications by additional persons as hereinafter provided, will be, furnished to be attached hereto and made part hereof, and of the payment on the first day of each month of the aggregate monthly premium as determined by the Register described herein on the basis of the Schedule of Premiums on page two hereof,

Hereby insures, subject to the Expressed Agreements, Provisions as to Register, Limitation of Benefits and Conditions as set forth on the first, second and third pages, against total incapacity for work resulting from sickness or from accidental injury not arising out of and in the course of employment, the employees (hereinafter called the insured) recorded in a Register of

_____

(HEREINAFTER CALLED THE HOLDER)

in the amounts of weekly benefits hereinafter described and set opposite their respective names in such Register by the Company from applications furnished by the holder hereof, such weekly benefits being payable to the employees so insured.

Expressed Agreements. The maximum weekly benefit payable by the Company on account of any person insured under this Policy shall not exceed two-thirds of the average weekly earnings of such person for the six months preceding the beginning of incapacity. The maximum weekly benefit payable by the Company on account of any person insured under this and other insurance or benefits, by whomsoever made, shall not exceed the amount by which two-thirds of the average weekly earnings of such person for the six months preceding the beginning of the incapacity exceeds the weekly benefits payable under such other insurance or benefits.

Should the amount paid to any person hereunder be reduced by reason of the provisions of the paragraph immediately preceding, the Company will return to the holder a proportion of the premium paid to the Company on account of the insurance of such person, corresponding to the amount of such reduction for the period such excess insurance or benefits were in force, provided a demand for such return and evidence showing the right of the holder thereto is furnished to the Company with proof of claim.

ILLUSTRATION: An employee insured for two-thirds of his average earnings, amounting to $24.00 a week, and on whom there is no other insurance and who receives no sickness or accident benefits from benefit societies, lodges, labor unions, etc., would receive $16.00 per week from the Company. If, however, such employee received benefits from other insurance or from benefit societies, lodges, labor unions, etc., amounting to $6.00 per week, the Company's liability would be $10.00 per week. If his benefits from other insurance, benefit societies, lodges, labor unions, etc., amounted to $14.00 per week, the Company's liability would be $2.00 per week. If his benefits from other insurance, benefit societies, lodges, labor unions, etc., amounted to $16.00 or over per week, the Company would pay no benefit whatsoever.

No benefit shall be payable on account of any person insured hereunder until thirteen weeks have elapsed from the date of issue of the insurance on such person;

No benefit shall be paid until due proof of total incapacity for work is received by the Company.

No benefit shall be paid or right to claim benefit arise for or on account of the first seven days following the receipt by the Company of notice of total incapacity for work, proof of which shall either accompany such notice or shall be furnished the Company within seven days thereafter; but should any person insured hereunder remain totally incapacitated for a period of four but less than seven days on account of any total incapacity for work after notice and due proof have been submitted, such period shall, within twelve months, be regarded as part of the first seven days of any other period of total incapacity. Whenever incapacity terminates for which benefit has been paid, no further benefit shall begin to accrue until after another seven days of total incapacity as defined above shall have occurred.

No benefit shall be payable on any person under the age of fifteen years or over the age of sixty-five years.

Accrual of Benefit. Commencing with the eighth day following the receipt by the Company of notice, provided due proof has been received, as to any person insured hereunder being totally incapacitated for work, the weekly benefits insured by this Policy for the first, second and third periods on account of such person will, provided the insurance has been in force for thirteen weeks on such person, begin to accrue, subject to the Limitation of Benefits and Conditions as hereinafter set forth, and shall continue to accrue during the continuance of such incapacity, while this Policy is in force, up to but not after age sixty-five.

No benefit shall accrue hereunder beyond the period for which premium has been paid.

Full Benefit for First Period. Should total incapacity for work continue after said benefits have accrued pursuant to the preceding paragraph, the full weekly benefit will be payable during the continuance of such incapacity up to but not exceeding a period of twenty-six weeks in all, hereinafter called the first period.

Half Benefit for Second Period. Should total incapacity for work continue after such first period of twenty-six weeks, the Company will pay, during the continuance of such incapacity, weekly benefits, each equal to one-half of the amount paid weekly during the first period, up to but not exceeding a period of two hundred and thirty-four weeks, hereinafter called the second period.

Quarter Benefit for Third Period. Should total incapacity for work continue after such second period of two hundred and thirty-four weeks, the Company will pay, during the continuance of such incapacity, weekly benefits, each equal to one-quarter of the amount paid weekly during the first period, up to but not after the age of sixty-five, hereinafter called the third period.

Non-Participation. This Policy is not entitled to participate in the profits or divisible surplus of the Company.

Weekly Indemnity Payable During Total Incapacity for Work Before Age 65 **Premiums Payable as per Schedule** **Non-Participating**

SPECIMEN

Form 103 G.H.
July, 1914

PROVISIONS AS TO REGISTER.

A Register shall be kept by the Company at its Home Office and while this Policy is in force shall show the names of the persons insured hereunder, the amount of monthly premium and the weekly benefit for each of such persons. The holder hereof agrees to make written report to the Company of all changes in the personnel of employees, or in the change from one class of occupation to another of any employee, upon whom insurance is to be discontinued or amended or effected, not later than one week after each change. The insurance on any person whose employment is discontinued shall thereupon be cancelled, while the insurance on any person reported as changed to another class of occupation shall thereupon be amended in accordance with the difference in premiums of such classes of occupation; and the insurance effected on any new person, subject to the approval of the application for such insurance by the Company on such person, is to be entered in the Register as of the first day of the month following such report, which shall be the date of issue for such new insurance. Copy of said Register at the date of this Policy is attached hereto and made part hereof, and certified copies of entries in said Register subsequent to said date will be furnished by the Company to be made part hereof.

SCHEDULE OF MONTHLY PREMIUMS.

Premium for each person to be increased to premium for attained age at each anniversary of Policy.

On basis of Weekly Benefit of One Dollar during first period, Fifty Cents during second period and Twenty-five Cents during third period of total incapacity.

The aggregate monthly premium, payable in one sum, for insurance on all persons covered by this contract shall be the sum of the several individual premiums in accordance with this Schedule for the age, amount of benefit and classification of each of the persons set forth in the Register aforesaid.

MEN

Age (nearest birthday)		15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
	Class A	$0.07	$0.07	$0.07	$0.07	$0.07	$0.07	$0.07	$0.07	$0.07	$0.07	$0.07	$0.07	$0.07	$0.07	$0.07	$0.07	$0.08
	Class B	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.09	$0.09
	Class C	$0.11	$0.11	$0.11	$0.10	$0.10	$0.10	$0.10	$0.10	$0.10	$0.10	$0.10	$0.10	$0.10	$0.10	$0.11	$0.11	$0.11
	Class D	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.13	$0.13	$0.13	$0.13	$0.13	$0.14	$0.14
Age (nearest birthday)		32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
	Class A	$0.08	$0.08	$0.08	$0.08	$0.09	$0.09	$0.09	$0.10	$0.10	$0.11	$0.11	$0.12	$0.12	$0.12	$0.13	$0.14	$0.14
	Class B	$0.09	$0.10	$0.10	$0.11	$0.11	$0.11	$0.12	$0.12	$0.13	$0.13	$0.14	$0.14	$0.15	$0.16	$0.16	$0.17	$0.18
	Class C	$0.11	$0.12	$0.12	$0.12	$0.13	$0.13	$0.14	$0.14	$0.15	$0.15	$0.16	$0.17	$0.17	$0.18	$0.18	$0.19	$0.19
	Class D	$0.15	$0.15	$0.15	$0.16	$0.17	$0.17	$0.18	$0.18	$0.19	$0.20	$0.20	$0.21	$0.22	$0.23	$0.24	$0.26	$0.28
Age (nearest birthday)		49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	
	Class A	$0.15	$0.16	$0.17	$0.19	$0.20	$0.21	$0.23	$0.25	$0.26	$0.28	$0.31	$0.33	$0.36	$0.40	$0.44	$0.48	
	Class B	$0.19	$0.20	$0.21	$0.23	$0.24	$0.26	$0.27	$0.30	$0.32	$0.35	$0.38	$0.41	$0.44	$0.48	$0.53	$0.57	
	Class C	$0.20	$0.21	$0.22	$0.23	$0.25	$0.27	$0.29	$0.32	$0.35	$0.38	$0.42	$0.46	$0.51	$0.56	$0.61	$0.67	
	Class D	$0.29	$0.31	$0.32	$0.34	$0.36	$0.38	$0.40	$0.42	$0.46	$0.50	$0.55	$0.60	$0.66	$0.72	$0.78	$0.84	

WOMEN

Age (nearest birthday)		15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
	Class A	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.09
	Class B	$0.09	$0.09	$0.09	$0.09	$0.09	$0.09	$0.09	$0.09	$0.09	$0.09	$0.09	$0.09	$0.09	$0.09	$0.09	$0.10	$0.10
	Class C	$0.13	$0.13	$0.13	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.13	$0.13	$0.13
	Class D	$0.14	$0.14	$0.14	$0.14	$0.14	$0.14	$0.14	$0.14	$0.14	$0.14	$0.15	$0.15	$0.15	$0.15	$0.15	$0.16	$0.16
Age (nearest birthday)		32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
	Class A	$0.09	$0.09	$0.09	$0.09	$0.10	$0.10	$0.10	$0.12	$0.12	$0.13	$0.13	$0.14	$0.14	$0.14	$0.15	$0.16	$0.16
	Class B	$0.10	$0.12	$0.12	$0.13	$0.13	$0.13	$0.14	$0.14	$0.15	$0.15	$0.16	$0.16	$0.17	$0.18	$0.18	$0.20	$0.21
	Class C	$0.13	$0.14	$0.14	$0.14	$0.15	$0.15	$0.16	$0.16	$0.17	$0.17	$0.18	$0.20	$0.20	$0.21	$0.21	$0.22	$0.22
	Class D	$0.17	$0.17	$0.17	$0.18	$0.20	$0.20	$0.21	$0.21	$0.22	$0.23	$0.23	$0.24	$0.25	$0.26	$0.28	$0.30	$0.32
Age (nearest birthday)		49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	
	Class A	$0.17	$0.18	$0.20	$0.22	$0.23	$0.24	$0.26	$0.29	$0.30	$0.32	$0.36	$0.38	$0.41	$0.46	$0.51	$0.55	
	Class B	$0.22	$0.23	$0.24	$0.26	$0.28	$0.30	$0.31	$0.35	$0.37	$0.40	$0.44	$0.47	$0.51	$0.55	$0.61	$0.66	
	Class C	$0.23	$0.24	$0.25	$0.26	$0.29	$0.31	$0.33	$0.37	$0.40	$0.44	$0.48	$0.53	$0.59	$0.64	$0.70	$0.77	
	Class D	$0.33	$0.36	$0.37	$0.39	$0.41	$0.44	$0.46	$0.48	$0.53	$0.58	$0.63	$0.69	$0.76	$0.83	$0.90	$0.97	

The occupations covered by the respective classes are printed in the Register herein referred to.

LIMITATION OF BENEFITS.

Total incapacity for work, in the meaning of such term under this contract, shall be inability, through sickness, or through accidental injury not arising out of and in the course of employment, to perform any work whatsoever for compensation or profit

Sickness, in the meaning of such term under this contract, shall not include such diseases or infections as may directly result from accidental injuries arising out of and in the course of employment or other direct results of such injuries.

Employment and earnings, in the meaning of such terms under this contract, shall mean respectively the employment of the insured by the holder hereof and earnings in such employment

Should incapacity for which benefit is payable terminate with a fractional part of a week, benefit for such fractional part will be paid only for the actual number of working days included therein, with the daily benefit one-sixth of the weekly benefit

Should the right to claim benefit arise within fifty-two weeks after recovery from a previous sickness or injury for which indemnity has been paid hereunder, such right shall, for the intent of this contract, be deemed to arise from a relapse of a previous sickness or injury and full benefit shall be payable for as many additional weeks as shall complete the first period of twenty-six weeks; half benefit for as many additional weeks as shall complete the second period of two hundred and thirty-four weeks; quarter benefit for as many additional weeks as shall complete the third period extending to age sixty-five, provided always that no benefit shall be payable for the seven days following the receipt of notice by the Company

Should the right to claim benefit arise after fifty-two weeks have elapsed from recovery of a previous sickness or injury for which indemnity has been paid hereunder, benefit shall be payable in the same manner as if the claim were made on account of total incapacity for work resulting from original sickness or injury.

Not more than fifty-two weeks of full benefit shall be payable in any period of two hundred and sixty consecutive weeks, nor more than twenty-six weeks of full benefit in any period of fifty-two consecutive weeks, and if such maximum full benefit shall have been paid, half or quarter benefit shall be payable in the same manner as provided for original sickness or injury.

ILLUSTRATION OF BENEFITS PAYABLE, SUBJECT TO CONDITIONS OF CONTRACT.

IF, AFTER RECEIPT OF NOTICE AND DUE PROOF BY THE COMPANY, ANY PERSON INSURED HEREUNDER IS TOTALLY INCAPACITATED FOR WORK FOR

A. Four days, then recovers and 1 month later is totally incapacitated for 5 working days, his benefit will be **full** benefit for the 4th and 5th days of the second total incapacity, such benefit being one-third of a weekly benefit.

B. Four days, then recovers and 1 month later is totally incapacitated for 5 working days, then recovers and 2 months later is totally incapacitated for 2 weeks, his benefits will be **full** benefit for the 4th and 5th days of the second total incapacity, then **full** benefit for the 2d week of the third total incapacity.

C. Thirteen weeks, then recovers and 13 weeks later is totally incapacitated for 52 weeks, his benefits will be: **Full** benefit from the 2d to the 13th week of the first total incapacity, both inclusive, then **full** benefit from the 2d to the 15th week, both inclusive, and **half** benefit for the next 37 weeks of the second total incapacity.

D. Thirteen weeks, then recovers and 52 weeks later is totally incapacitated for 52 weeks, his benefits will be: **Full** benefit from the 2d to the 13th week of the first total incapacity, both inclusive, then **full** benefit from the 2d to the 27th week, both inclusive, and **half** benefit for the next 25 weeks of the second total incapacity.

E. Four years, then recovers and 13 weeks later is totally incapacitated for 2 years, his benefits will be: **Full** benefit from the 2d to the 27th week, both inclusive, and **half** benefit for the next 181 weeks of the first total incapacity, then **half** benefit from the 2d to the 54th week, both inclusive, and **quarter** benefit for the next 50 weeks of the second total incapacity.

F. Six years, then recovers and 13 weeks later is totally incapacitated for 2 years, his benefits will be: **Full** benefit from the 2d to the 27th week, both inclusive, **half** benefit for the next 234 weeks and **quarter** benefit for the next 51 weeks of the first total incapacity, then **quarter** benefit from the 2d to the 104th week, both inclusive, of the second total incapacity.

G. Six years, then recovers and 54 weeks later is totally incapacitated for 2 years, his benefits will be: **Full** benefit from the 2d to the 27th week, both inclusive, **half** benefit for the next 234 weeks and **quarter** benefit for the next 51 weeks of the first total incapacity, then **full** benefit from the 2d to the 27th week, both inclusive, and **half** benefit for the next 77 weeks of the second total incapacity.

BUT IN NO CASE WILL ANY BENEFIT BE PAID AFTER AGE SIXTY-FIVE.

CONDITIONS.

The aggregate premium for all persons is payable, in advance, on the first day of each month at said Home Office or to any District Superintendent as agent of the Company upon delivery, on or before due date, of a receipt signed by the President, Vice-President, Secretary or Actuary of the Company and countersigned by said agent.

No agent has authority to change this Policy or to waive any of its provisions. No change in this Policy shall be valid unless approved by one of the above Executive Officers of the Company and such approval be endorsed hereon.

If the age or occupation of any person insured has been misstated, the amount payable hereunder on account of such person shall be such as the premiums paid would have purchased at the correct age or occupation, but not to exceed two-thirds of the average weekly earnings for the preceding six months.

On account of incapacity for work, the Company will not be liable if sickness of or injury to any person insured hereunder is due to violation of the law by, or to malicious or unlawful acts, or culpable or intentional negligence, or intemperance or immorality of, such person, nor if any sickness or injury is not treated by a licensed practising physician, nor if sickness or injury is occasioned by or while engaged in active military or naval service, nor if sickness or injury is incurred other than in the United States or Canada south of the sixtieth degree of North Latitude.

During the continuance of total incapacity, proofs of claim shall be submitted by the insured at such intervals (not oftener than weekly) as the Company may require, and such proofs of claim shall be signed by the holder hereof and a licensed practising physician or physicians actually attending the person on account of whom claim is made.

The Company shall have the right and opportunity to examine the person of any insured when and so often as it may reasonably require, while benefit is claimed on account of such person.

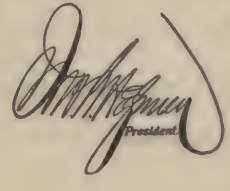
The Company may at any time cancel this Policy or the insurance on any person in the Register aforesaid by written notice delivered to the holder or mailed to his last address, as shown by the records of the Company, together with cash or the Company's check for the unearned portion of the premiums actually paid by the holder, and such cancellation shall be without prejudice to any claim originating prior thereto.

If this Policy be assigned or otherwise parted with, or if the aggregate monthly premium herein provided for shall not be paid when due, this Policy shall be void. And it is agreed that the foregoing provision which avoids this Policy in case any premium shall be overdue, shall not be considered in any respect waived by any act of grace by the Company in the acceptance of overdue premiums upon this or any other Policy.

If this Policy is or shall become void, all premiums paid shall belong to the Company, and no further benefits shall be paid to any person totally incapacitated, whether such incapacity occur before or after this Policy becomes void.

In Witness Whereof, the Metropolitan Life Insurance Company has caused this Policy to be executed

this _____ *day of* _____ *191__*



*District*_____

*Number*_____ *G.H.*

Metropolitan Life Insurance Company

NEW YORK

Non-Participating

GROUP

HEALTH POLICY

Providing Indemnity by Weekly Benefits against Total Incapacity for Work resulting from Sickness or Accidental Injury as herein Limited and Provided

Insurance on the Lives of Employees of

_____

*of*_____

Date of Policy

_____ *191*__

NOTICE TO HOLDER

Payments are invalid unless made in exchange for an official Home Office receipt signed by an Executive Officer (President, Vice-President, Secretary or Actuary) of the Company and countersigned by the Company's Cashier at the Home Office or by a District Superintendent.

The Company's agents have no authority to waive forfeiture, alter or amend the contract, to accept premiums in arrears or to extend due date of such premiums.

In the event of the total incapacity for work of any of the Insured, the holder should promptly advise the Home Office, in New York, or the District Office through which premium payments have been made.

Metropolitan Life Insurance Company,

Ordinary Life

Age 45 Amount $ 5,000

Annual Premium $ 143 15/100

No. Sample A

INCORPORATED AS A STOCK COMPANY BY THE STATE OF NEW YORK

In consideration

of the application for this Policy, copy of which application is attached hereto and made part hereof and of the payment of the annual premium of One Hundred and Forty-three Dollars and Fifteen cents, the receipt of which is hereby acknowledged, and of the payment of a like amount upon each First day of January hereafter until the death of the Insured,

Promises to pay

at the Home Office of the Company in the City of New York upon receipt at said Home Office of due proof of the death of Howard Harriman
(HEREIN CALLED THE INSURED)
Five Thousand Dollars,
less any indebtedness hereon to the Company, upon surrender of this Policy, properly receipted, to Margaret Harriman, wife of the Insured beneficiary
with the right of revocation.

Change of Beneficiary.—When the right of revocation has been reserved, the Insured, if there be no existing assignment of the Policy, made as herein provided, may, while the Policy is in force, designate a new beneficiary with or without reserving right of revocation by filing written notice thereof at the Home Office of the Company, accompanied by the Policy for suitable endorsement thereon. Such change shall take effect upon the endorsement of the same on the Policy by the Company. If any beneficiary, under either a revocable or irrevocable designation, shall die before the Insured the interest of such beneficiary shall vest in the Insured.

Payment of Premiums.—Except as herein provided the payment of a premium shall not maintain the Policy in force beyond the date when the next premium is payable.

All premiums are payable annually in advance at said Home Office or to any agent of the Company upon delivery, on or before date due, of a receipt signed by the President, Vice-President, Secretary or Actuary of the Company and countersigned by said agent.

A grace of thirty-one days shall be granted for the payment of every premium after the first during which time the insurance shall continue in force. If death occur within the days of grace the premium for the then current policy year shall be deducted from the amount payable hereunder.

Restrictions.—The Company shall be released from all liability under this Policy if the Insured shall, within one year from the issue hereof, become engaged in or connected in any manner with the manufacture or sale of ale, wine, beer or liquor, unless so engaged at the date hereof and so stated in the application for this Policy. If the Insured within one year from the issue hereof die by his own hand or act, whether sane or insane, the Company shall not be liable for a greater sum than the premiums which have been received on this Policy.

No agent is authorized to waive forfeitures or to make, modify or discharge contracts, or to extend the time for paying a premium.

Non-Participation.—This Policy is not entitled to participate in the profits or divisible surplus of the Company.

Amount of Insurance Payable at Death | **Premiums Payable Annually During Life** | **Non-Participating**

Form 607 Ord.
Jan. 1, 1914

Incontestability.—This Policy (and the application therefor) constitutes the entire contract between the parties and shall be incontestable after one year from the date of its issue, except for non-payment of premiums.

All statements made by the Insured shall, in the absence of fraud, be deemed representations and not warranties, and no such statement shall avoid this Policy or be used in defense of a claim hereunder unless it is contained in the written application therefor and a copy of such application is securely attached to this Policy when issued.

The Insured hereunder may engage in Military or Naval service in any State or Country without notice to the Company and without extra premium charge.

Age.—If the age of the Insured has been misstated, the amount payable hereunder shall be such as the premium paid would have purchased at the correct age.

Assignment.—No assignment of this Policy shall be binding upon the Company unless it be executed upon blanks furnished by the Company and filed with the Company at its Home Office in the City of New York. The Company assumes no responsibility as to the validity of any assignment.

Options on Surrender or Lapse.—Upon failure to pay any premium when due, this Policy, except as otherwise provided herein, shall immediately lapse. If, however, the lapse occur after three full years' premiums shall have been paid, the owner hereof, provided there be no indebtedness hereon, shall, upon written request filed with the Company at its Home Office together with the presentation of this Policy for legal surrender or for endorsement within three months from the due date of premium in default, be entitled to one of the following options:

First—A cash surrender value, or the mathematical equivalent thereof, namely,

Second—To have the insurance continued for a reduced amount of non-participating paid-up insurance, payable at the same time and under the same conditions as this Policy, which paid-up insurance shall have an increasing cash surrender value equal to the full reserve at the date of surrender, or a loan value up to the limit of the cash surrender value, with interest payable in advance to the end of the policy year at the rate of six per centum per annum, or

Third—To have the insurance continued for its original amount as term insurance from due date of premium in default, without participation and without the right to loan, but with a cash surrender value decreasing each year and ceasing entirely upon the expiry of the extension term, which value shall be the full reserve at the date of surrender.

The Company in its discretion may defer the payment of the cash value for a period not exceeding ninety days after the application therefor is received by the Company.

If the owner shall not, within three months from due date of premium in default, surrender this Policy to the Company at its Home Office for a cash surrender value or for endorsement for paid-up insurance or term insurance as provided in the above options, the insurance shall be continued for a reduced amount of paid-up insurance as provided in the second option.

The values of these options shall be the entire reserve, according to the American Experience Mortality Table with interest at three and one-half per centum. These values produce the results set forth in the table herein at the end of the respective years. Values for other years (after the twentieth) will be computed upon the same basis and furnished upon request of the Insured.

Any indebtedness to the Company under this Policy will be deducted from the cash value; and such indebtedness will also reduce the amount of paid-up insurance or the amount continued as term insurance in such proportion as the indebtedness bears to the cash value at due date of premium in default.

Loans.—At any time after three full years' premiums have been paid and while this Policy is in force, the Company will loan on the sole security thereof up to the limit secured by the cash surrender value, on proper and lawful assignment and delivery of this Policy. The loan will bear interest at the rate of six per centum per annum and may be repaid at any time while the Policy is in force. If interest be not paid when due, it shall be added to the principal, provided the entire outstanding indebtedness shall be within the limit secured by the cash surrender value; otherwise, non-payment of interest shall render the Policy null and void after one month's notice shall have been mailed by the Company to the last known address of the Insured and of the assignee of record if any. At the option of the Company, the loan may be deferred for a period not exceeding ninety days, after application therefor is received by the Company, unless such loan is to be applied solely to the payment of a current premium hereunder.

TABLE OF
GUARANTEED LOAN VALUES AND SURRENDER OPTIONS

No deduction from these figures will be made for surrender charge

End of Year	Cash Value or Loan Value	Paid-up Life Insurance	Term Insurance Continued for Years	Months
3	$ 282	$ 580	4	7
4	$ 381	$ 767	5	11
5	$ 482	$ 948	7	0
6	$ 585	$ 1,125	8	0
7	$ 689	$ 1,298	8	9
8	$ 795	$ 1,466	9	5
9	$ 903	$ 1,629	10	0
10	$ 1,012	$ 1,788	10	5
11	$ 1,122	$ 1,941	10	9
12	$ 1,233	$ 2,089	11	0
13	$ 1,345	$ 2,233	11	2
14	$ 1,458	$ 2,372	11	4
15	$ 1,570	$ 2,505	11	4
16	$ 1,684	$ 2,634	11	5
17	$ 1,797	$ 2,758	11	5
18	$ 1,910	$ 2,877	11	4
19	$ 2,022	$ 2,991	11	3
20	$ 2,134	$ 3,101	11	2
25	$ 2,674	$ 3,580	10	4
30	$ 3,166	$ 3,955	9	1

The Cash Value or Loan Value at any time other than the end of the policy year (provided the full year's premium has been paid) shall be the value at the end of the current policy year, discounted at the rate of six per centum per annum.

Reinstatement.—Unless the cash value has been paid or the extension period has expired, this Policy, upon evidence of insurability satisfactory to the Company, may at any time be reinstated by payment of arrears of premiums with interest at six per centum per annum; any loan which existed at date of default, together with interest at the same rate to the date of reinstatement, to be, at the option of the owner on application for such reinstatement, either repaid in cash or continued as an indebtedness against the Policy.

Modes of Settlement.—Providing this Policy is not assigned, the Insured, by written notice to the Company at its Home Office, may elect, and in case no such election has been made prior to the death of the Insured, the beneficiary may elect, to have the whole or any part of the net sum payable under this Policy upon the death of the Insured paid as follows instead of in one sum.

1. By the payment of interest at the rate of three and one-half per centum on the amount retained, payable at the end of each year for a specified number of years or during the lifetime of the beneficiary, and at the end of the specified period or upon the death of the beneficiary by the payment of the amount retained, together with any accrued interest for the year then current, to the person as directed in said notice, or, if there be no person so designated, to the beneficiary's executors, administrators or assigns.

2. By the payment of equal instalments covering a specified number of years, in accordance with option 2 in the table below for each one thousand dollars of said net sum, the first instalment being payable upon receipt of due proof of the death of the Insured.

3. By the payment of equal annual instalments for a fixed period of twenty years and for so many years longer as the beneficiary shall survive, in accordance with option 3 in the table below for each one thousand dollars of said net sum, the first instalment being payable upon receipt of due proof of the death of the Insured.

Any instalments payable under 2 or 3 which shall not have been paid prior to the death of the beneficiary shall, unless otherwise directed in said notice, be paid to the beneficiary's executors, administrators or assigns.

In lieu of semi-annual instalments under option 2, or annual instalments under option 3, quarterly or monthly payment thereof in proportionate parts may be elected provided that no such proportionate payment be for less than ten dollars.

This Policy shall be surrendered and a supplementary non-participating contract will be issued for the option elected.

The above modes of settlement are not applicable to a Policy which is payable to a corporation or to a co-partnership or association, nor to a Policy under which the net sum payable is less than one thousand dollars.

Unless otherwise specified in the written notice making such election, the supplementary contract on legal release thereof may at any time be surrendered for the amount retained, with any accrued interest, under option 1, or for the commuted value of the stipulated instalments yet to be paid under option 2, or for the commuted value of any of the first twenty instalments then remaining unpaid under option 3; such commutation under this option (3) shall, however, in no wise affect the payments conditional upon the lifetime of the beneficiary after the term during which the instalments certain would have been payable; such commuted value under either option to be the amount as calculated by the Company on the basis of three and one-half per centum compound interest.

TABLE OF INSTALMENTS FOR EACH $1000

OPTION 2						OPTION 3					
Number Years Specified	Amount of Each Annual Instalment	or Amount of Each Semi-Annual Instalment	Number Years Specified	Amount of Each Annual Instalment	or Amount of Each Semi-Annual Instalment	Age of Beneficiary at Death of Insured	Amount of Each Instalment	Age of Beneficiary at Death of Insured	Amount of Each Instalment	Age of Beneficiary at Death of Insured	Amount of Each Instalment
1	$1000.00	$504.34	16	$79.88	$40.38	10 and under	$43.24	30	$48.36	50	$59.56
2	508.60	256.54	17	76.38	38.60	11	43.40	31	48.76	51	60.24
3	344.86	173.98	18	73.26	37.02	12	43.58	32	49.16	52	60.92
4	263.04	132.72	19	70.48	35.62	13	43.76	33	49.60	53	61.58
5	214.00	107.98	20	67.98	34.38	14	43.94	34	50.04	54	62.22
6	181.32	91.52	21	65.74	33.24	15	44.14	35	50.52	55	62.84
7	158.02	79.76	22	63.70	32.22	16	44.34	36	51.00	56	63.44
8	140.56	70.96	23	61.86	31.28	17	44.54	37	51.50	57	64.00
9	127.00	64.12	24	60.16	30.44	18	44.78	38	52.02	58	64.54
10	116.18	58.66	25	58.62	29.66	19	45.00	39	52.58	59	65.04
11	107.34	54.22	26	57.20	28.94	20	45.24	40	53.14	60	65.50
12	99.98	50.50	27	55.90	28.28	21	45.50	41	53.72	61	65.92
13	93.78	47.38	28	54.68	27.68	22	45.76	42	54.32	62	66.30
14	88.48	44.70	29	53.56	27.12	23	46.04	43	54.92	63	66.64
15	83.90	42.40	30	52.54	26.60	24	46.32	44	55.56	64	66.94
						25	46.64	45	56.20	65	67.20
						26	46.94	46	56.86	66	67.40
						27	47.28	47	57.54	67 and over	67.50
						28	47.62	48	58.20		
						29	47.98	49	58.88		

In Witness Whereof, the Metropolitan Life Insurance Company has caused this Policy to be executed this First day of January, 1914.

Sample Policy.

Jas. S. Roberts
Secretary.

Policy Registrar.

Frederick H. Ecker
President

Copy of application attached hereto.

NOTICE TO POLICY-HOLDER

Payments are invalid unless
made in exchange for an official Home Office receipt signed by an Executive Officer (President, Vice-President, Secretary or Actuary) of the Company and countersigned by the Company's Cashier at the Home Office or the Superintendent of the District.

The Company's agents have no authority
to waive forfeiture, alter or amend the contract, to accept premiums in arrears or to extend due date of such premiums.

Privilege of voting for Directors.
The holder of this Policy while it remains in force, after one year from its date, will have a right to vote, either in person, or by proxy or by mail, at the election of Directors of the Company, which is held in New York on the second Tuesday in April each year. For particulars how to vote, apply to the Secretary, No. 1 Madison Avenue, New York City.

In the event of the death of the Insured,
the Claimant should promptly advise the Home Office, in New York, or the District Office through which premium payments have been made. Pay nothing to any representative of the Company for preparation of claim papers. Deliver the Policy only to the Company's representative. The Company is glad to pay and there is no necessity for help or alleged influence in collecting.

It is not necessary to employ an attorney or any other person to collect the insurance under this Policy, or to secure any of the benefits it provides.

607 Ord.

District _____

Number Sample A

Metropolitan Life Insurance Company.

NEW YORK

Non-Participating

Ordinary Life

Insurance on the Life of

Howard Harriman

New York, N. Y.

Amount $ 5,000

Annual Premium $ 143 15/100

Date of Policy

January 1st 1914

OL226—Jan. 1, 1914

Metropolitan Life Insurance Company,

Limited Payment Life
20 Years

Age 35 Amount $ 10,000

Annual Premium $ 297 60/100

No. Sample A

INCORPORATED AS A STOCK COMPANY BY THE STATE OF NEW YORK

In consideration

of the application for this Policy, copy of which application is attached hereto and made part hereof and of the payment of the ——— annual premium of —— Two Hundred and Ninety-seven —— Dollars and —— Sixty —— cents, the receipt of which is hereby acknowledged, and of the payment of a like amount upon each ——— First ——— day of ——— January ——— hereafter until —— 20 —— full years' premiums shall have been paid or until the prior death of the Insured,

Promises to pay

at the Home Office of the Company in the City of New York upon receipt at said Home Office of due proof of the death of ——— Howard Harriman ———
(HEREIN CALLED THE INSURED)
——— Ten Thousand ——— Dollars,

less any indebtedness hereon to the Company and any unpaid portion of the premium, for the then current policy year upon surrender of this Policy, properly receipted, to —— Margaret Harriman ——,
——— wife of the Insured ——— beneficiary, with the right of revocation.

Change of Beneficiary.—When the right of revocation has been reserved, the Insured, if there be no existing assignment of the Policy, made as herein provided, may, while the Policy is in force, designate a new beneficiary with or without reserving right of revocation by filing written notice thereof at the Home Office of the Company, accompanied by the Policy for suitable endorsement thereon. Such change shall take effect upon the endorsement of the same on the Policy by the Company. If any beneficiary, under either a revocable or irrevocable designation, shall die before the Insured the interest of such beneficiary shall vest in the Insured.

Payment of Premiums.—Except as herein provided the payment of a premium or instalment thereof shall not maintain the Policy in force beyond the date when the next premium or instalment thereof is payable.

All premiums are payable in advance at said Home Office or to any agent of the Company upon delivery, on or before date due, of a receipt signed by the President, Vice-President, Secretary or Actuary of the Company and countersigned by said agent.

A grace of thirty-one days shall be granted for the payment of every premium after the first during which time the insurance shall continue in force. If death occur within the days of grace the unpaid portion of the premium for the then current policy year shall be deducted from the amount payable hereunder.

Restrictions.—The Company shall be released from all liability under this Policy if the Insured shall, within one year from the issue hereof, become engaged in or connected in any manner with the manufacture or sale of ale, wine, beer or liquor, unless so engaged at the date hereof and so stated in the application for this Policy. If the Insured within one year from the issue hereof die by his own hand or act, whether sane or insane, the Company shall not be liable for a greater sum than the premiums which have been received on this Policy.

No agent is authorized to waive forfeitures or to make, modify or discharge contracts, or to extend the time for paying a premium.

Non-Participation.—This Policy is not entitled to participate in the profits or divisible surplus of the Company.

Amount of Insurance Payable at Death | **Premiums Payable for 20 Years or until Prior Death** | **Non-Participating**

Form 608 Ord.
Jan. 1, 1914

Incontestability.—This Policy (and the application therefor) constitutes the entire contract between the parties and shall be incontestable after one year from the date of its issue, except for non-payment of premiums.

All statements made by the Insured shall, in the absence of fraud, be deemed representations and not warranties, and no such statement shall avoid this Policy or be used in defense of a claim hereunder unless it is contained in the written application therefor and a copy of such application is securely attached to this Policy when issued.

The Insured hereunder may engage in Military or Naval service in any State or Country without notice to the Company and without extra premium charge.

Age.—If the age of the Insured has been misstated, the amount payable hereunder shall be such as the premium paid would have purchased at the correct age.

Assignment.—No assignment of this Policy shall be binding upon the Company unless it be executed upon blanks furnished by the Company and filed with the Company at its Home Office in the City of New York. The Company assumes no responsibility as to the validity of any assignment.

Options on Surrender or Lapse.—Upon failure to pay any premium or any part thereof when due, this Policy, except as otherwise provided herein, shall immediately lapse. If, however, the lapse occur after three full years' premiums shall have been paid, the owner hereof, provided there be no indebtedness hereon, shall, upon written request filed with the Company at its Home Office together with the presentation of this Policy for legal surrender or for endorsement within three months from the due date of premium in default, be entitled to one of the following options:

First—A cash surrender value, or the mathematical equivalent thereof, namely,

Second—To have the insurance continued for a reduced amount of non-participating paid-up insurance, payable at the same time and under the same conditions as this Policy, which paid-up insurance shall have an increasing cash surrender value equal to the full reserve at the date of surrender, or a loan value up to the limit of the cash surrender value, with interest payable in advance to the end of the policy year at the rate of six per centum per annum, or

Third—To have the insurance continued for its original amount as term insurance from due date of premium in default, without participation and without the right to loan, but with a cash surrender value decreasing each year and ceasing entirely upon the expiry of the extension term, which value shall be the full reserve at the date of surrender.

The Company in its discretion may defer the payment of the cash value for a period not exceeding ninety days after the application therefor is received by the Company.

If the owner shall not, within three months from due date of premium in default, surrender this Policy to the Company at its Home Office for a cash surrender value or for endorsement for paid-up insurance or term insurance as provided in the above options, the insurance shall be continued for a reduced amount of paid-up insurance as provided in the second option.

The values set forth in the Table of Guaranteed Loan Values and Surrender Options for the respective years have been calculated on the American Experience Table of Mortality with interest at the rate of three and one-half per centum per annum after deducting from the entire reserve a surrender charge not exceeding in any case two and one-half per centum of the face of the Policy, except that after the time for which premiums are payable as stated on the first page hereof, no deduction has been made from the reserve in calculating the values. Upon request of the Insured, values for years after the twentieth will be furnished based on the full reserve without surrender charge.

Should surrender or default be at any other time than at the anniversary date of the Policy, the values will be adjusted on account of the fractional part of the current annual premium actually paid before default.

Any indebtedness to the Company under this Policy will be deducted from the cash value; and such indebtedness will also reduce the amount of paid-up insurance or the amount continued as term insurance in such proportion as the indebtedness bears to the cash value at due date of premium in default.

TABLE OF
GUARANTEED LOAN VALUES AND SURRENDER OPTIONS

No deduction from these figures will be made for surrender charge

End of Year	Cash Value or Loan Value	Paid-up Life Insurance	Term Insurance Continued for Years	Term Insurance Continued for Months
3	$ 490	$ 1,240	5	8
4	$ 680	$ 1,680	7	9
5	$ 870	$ 2,110	9	11
6	$ 1,080	$ 2,560	11	10
7	$ 1,290	$ 3,020	13	8
8	$ 1,540	$ 3,530	15	6
9	$ 1,800	$ 4,030	17	2
10	$ 2,080	$ 4,550	18	7
11	$ 2,360	$ 5,060	19	10
12	$ 2,650	$ 5,570	20	10
13	$ 2,950	$ 6,070	21	10
14	$ 3,270	$ 6,570	22	9
15	$ 3,600	$ 7,070	23	7
16	$ 3,930	$ 7,560	24	6
17	$ 4,280	$ 8,060	25	5
18	$ 4,700	$ 8,660	27	0
19	$ 5,170	$ 9,320	29	6
20	$ 5,660	$ 10,000	— Life —	
25	$ 6,270	$ ———	— " —	
30	$ 6,880	$ ———	— " —	

The **Cash Value or Loan Value** at any time other than the end of the policy year (provided the full year's premium has been paid) shall be the value at the end of the current policy year, discounted at the rate of six per centum per annum.

Loans.—At any time after three full years' premiums have been paid and while this Policy is in force, the Company will loan on the sole security thereof up to the limit secured by the cash surrender value, on proper and lawful assignment and delivery of this Policy. The loan will bear interest at the rate of six per centum per annum and may be repaid at any time while the Policy is in force. If interest be not paid when due, it shall be added to the principal, provided the entire outstanding indebtedness shall be within the limit secured by the cash surrender value; otherwise, non-payment of interest shall render the Policy null and void after one month's notice shall have been mailed by the Company to the last known address of the Insured and of the assignee of record if any. After the expiration of the premium-payment period interest in advance to the end of the policy year will be required. At the option of the Company, the loan may be deferred for a period not exceeding ninety days, after application therefor is received by the Company, unless such loan is to be applied solely to the payment of a current premium hereunder.

Reinstatement.—Unless the cash value has been paid or the extension period has expired, this Policy upon evidence of insurability satisfactory to the Company, may at any time be reinstated by payment of arrears of premiums with interest at six per centum per annum; any loan which existed at date of default, together with interest at the same rate to the date of reinstatement, to be, at the option of the owner on application for such reinstatement, either repaid in cash or continued as an indebtedness against the Policy.

Modes of Settlement.—Providing this Policy is not assigned, the Insured, by written notice to the Company at its Home Office, may elect, and in case no such election has been made prior to the death of the Insured, the beneficiary may elect, to have the whole or any part of the net sum payable under this Policy upon the death of the Insured paid as follows instead of in one sum.

1. By the payment of interest at the rate of three and one-half per centum on the amount retained, payable at the end of each year for a specified number of years or during the lifetime of the beneficiary, and at the end of the specified period or upon the death of the beneficiary by the payment of the amount retained, together with any accrued interest for the year then current, to the person as directed in said notice, or, if there be no person so designated, to the beneficiary's executors, administrators or assigns.

2. By the payment of equal instalments covering a specified number of years, in accordance with option 2 in the table below for each one thousand dollars of said net sum, the first instalment being payable upon receipt of due proof of the death of the Insured.

3. By the payment of equal annual instalments for a fixed period of twenty years and for so many years longer as the beneficiary shall survive, in accordance with option 3 in the table below for each one thousand dollars of said net sum, the first instalment being payable upon receipt of due proof of the death of the Insured.

Any instalments payable under 2 or 3 which shall not have been paid prior to the death of the beneficiary shall, unless otherwise directed in said notice, be paid to the beneficiary's executors, administrators or assigns.

In lieu of semi-annual instalments under option 2, or annual instalments under option 3, quarterly or monthly payment thereof in proportionate parts may be elected provided that no such proportionate payment be for less than ten dollars.

This Policy shall be surrendered and a supplementary non-participating contract will be issued for the option elected.

The above modes of settlement are not applicable to a Policy which is payable to a corporation or to a co-partnership or association, nor to a Policy under which the net sum payable is less than one thousand dollars.

Unless otherwise specified in the written notice making such election, the supplementary contract on legal release thereof may at any time be surrendered for the amount retained, with any accrued interest, under option 1, or for the commuted value of the stipulated instalments yet to be paid under option 2, or for the commuted value of any of the first twenty instalments then remaining unpaid under option 3; such commutation under this option (3) shall, however, in no wise affect the payments conditional upon the lifetime of the beneficiary after the term during which the instalments certain would have been payable; such commuted value under either option to be the amount as calculated by the Company on the basis of three and one-half per centum compound interest.

TABLE OF INSTALMENTS FOR EACH $1000

OPTION 2						OPTION 3					
Number Years Specified	Amount of Each Annual Instalment	or Amount of Each Semi-Annual Instalment	Number Years Specified	Amount of Each Annual Instalment	or Amount of Each Semi-Annual Instalment	Age of Beneficiary at Death of Insured	Amount of Each Instalment	Age of Beneficiary at Death of Insured	Amount of Each Instalment	Age of Beneficiary at Death of Insured	Amount of Each Instalment
1	$1000.00	$504.34	16	$79.88	$40.38	10 and under	$43.24	30	$48.36	50	$59.56
2	508.60	256.54	17	76.38	38.60	11	43.40	31	48.76	51	60.24
3	344.86	173.98	18	73.26	37.02	12	43.58	32	49.16	52	60.92
4	263.04	132.72	19	70.48	35.62	13	43.76	33	49.60	53	61.58
5	214.00	107.98	20	67.98	34.38	14	43.94	34	50.04	54	62.22
6	181.32	91.52	21	65.74	33.24	15	44.14	35	50.52	55	62.84
7	158.02	79.76	22	63.70	32.22	16	44.34	36	51.00	56	63.44
8	140.56	70.96	23	61.86	31.28	17	44.54	37	51.50	57	64.00
9	127.00	64.12	24	60.16	30.44	18	44.78	38	52.02	58	64.54
10	116.18	58.66	25	58.62	29.66	19	45.00	39	52.58	59	65.04
11	107.34	54.22	26	57.20	28.94	20	45.24	40	53.14	60	65.50
12	99.98	50.50	27	55.90	28.28	21	45.50	41	53.72	61	65.92
13	93.78	47.38	28	54.68	27.68	22	45.76	42	54.32	62	66.30
14	88.48	44.70	29	53.56	27.12	23	46.04	43	54.92	63	66.64
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						27	47.28	47	57.54	67 and over	67.50
						28	47.62	48	58.20		
						29	47.98	49	58.88		

In Witness Whereof, the Metropolitan Life Insurance Company has caused this Policy to be executed this *First* **day of** *January, 1914*.

Sample Policy.

Jas. S. Roberts
Secretary.

Policy Registrar.

Wm. H. Hamilton
President

Copy of application attached hereto.

NOTICE TO POLICY-HOLDER

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made in exchange for an official Home Office receipt signed by an Executive Officer (President, Vice-President, Secretary or Actuary) of the Company and countersigned by the Company's Cashier at the Home Office or the Superintendent of the District.

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The holder of this Policy while it remains in force, after one year from its date, will have a right to vote, either in person, or by proxy or by mail, at the election of Directors of the Company, which is held in New York on the second Tuesday in April each year. For particulars how to vote, apply to the Secretary, No. 1 Madison Avenue, New York City.

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608 Ord.

District_____

Number Sample A

Metropolitan Life Insurance Company.

NEW YORK

Non-Participating

Limited Payment Life

20 Years

Insurance on the Life of

Howard Harriman

New York, N. Y.

Amount $ 10,000

Annual Premium $ 297 60/100

Date of Policy

January 1st 191 4

OL227—Jan. 1, 1914

EcF
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476849
Metropolitan Life Insurance Company
The Metropolitan Life Insurance Company; its history.

DATE.	NAME OF BORROWER.
Aug. 9/48	Bound Def. (mend) (~~Illegible~~)

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